QNB Indonesia Annual Report 2025 Capitalising on our core for sustainable performance

Capitalising on our core for sustainable performance

Annual Report 2025



Revenue Tower, 8th Floor
District 8, SCBD Lot 13
Jl. Jenderal Sudirman
Kav. 52-53, Jakarta 12190
Telephone : (+62 21) 515 5155
Fax : (+62 21) 515 5388

qnb.co.id

About the 2025 Annual Report

Welcome to the 2025 Annual Report of PT Bank QNB Indonesia Tbk, themed "**Capitalising on our Core for Sustainable Performance.**" The principal objective of preparing this Annual Report is to increase the Company's information transparency to all stakeholders. This Annual Report for the financial year ended 31 December 2025 has been prepared to reflect the Company's condition throughout 2025, with due reference to the provisions stipulated under the Financial Services Authority Regulation ("POJK") No. 29/POJK.04/2016 on Annual Reports of Issuers or Public Companies; Financial Services Authority Circular No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies; and Financial Services Authority Circular No. 9/SEOJK.03/2020 on Transparency and Publication of Reports of Conventional Commercial Banks.

The 2025 Annual Report serves as a comprehensive source of documentation containing information on the Bank's performance over the year. The information presents a complete record outlining the Bank's business profile; operational, marketing, and financial performance; and information on duties, roles and structural functions within the Company's organisation, which applies best practice standards and principles of good corporate governance.

In compliance with the applicable regulations, the 2025 Annual Report is presented in two languages, namely Bahasa Indonesia and English, in separate volumes, using clear and legible typography and printed to a high-quality standard. The Annual Report of QNB Indonesia is available for viewing and download on the Company's official website at www.qnb.co.id.

Disclaimer and limitation of liability

This Annual Report contains statements about the Bank's financial condition, operational results, projections, plans, strategies, policies, and objectives, which are classified as forward-looking statements under applicable laws and regulations, except for historical matters. These statements are subject to risks and uncertainties and could cause actual developments to differ materially from those reported. The forward-looking statements in this annual report are based on various assumptions regarding the Bank's current and future conditions and the business environment in which it operates.

This Annual Report contains the terms "the Bank," "the Company," and "Perseroan" (Company), which are defined by PT Bank QNB Indonesia Tbk, which operates in the banking sector. References to the currency units "Rupiah," "Rp," or "IDR" refer to the official currency of the Republic of Indonesia, while "US Dollar" or "USD" refers to the official currency of the United States of America. All financial information is presented in Rupiah in accordance with Indonesian Financial Accounting Standards.

Notice of table and graph

The tables and graphs in this Annual Report present numerical data using standard Indonesian language writing. Numerical presentations in the text use standard Indonesian and English language rules, as appropriate.

Table of contents

ii About The 2025 Annual Report
ii Disclaimer and Limitation of Liability
ii Notice of Table and Graph
1 Table of Contents
2 Theme Continuity
3 2025 Key Achievements

2025 Highlights
6 Financial Highlights
12 Share Highlights
14 Corporate Actions
14 Information on Bonds, Sukuk, Convertible Bonds, and/or other forms of Securities
15 Accolades and Certifications
16 Significant Events

Reports to Stakeholders
20 Board of Commissioners' Report
22 Board of Directors' Report
26 Statement of Responsibility of Members of the Board of Commissioners and Board of Directors for the 2025 Annual Report

Company Profile
30 Identity and General Information of the Bank
32 Milestones
34 Vision, Mission, and Values
36 Line of Business
37 Products and Services
43 Branch Offices
44 Organisation Structure
47 Board of Directors Profiles
52 Board of Commissioners Profiles
57 Executive Management Profiles
64 Human Resources
78 Shareholders
80 Shares & Other Securities Listing Chronology
81 Public Accountant and Public Accounting Firm
82 Capital Market Supporting Institutions and Professions
83 Membership in Associations

MDNA
86 General Review
91 Operational Review
92 Operational Review by Segment
95 Financial Review
103 Key Financial Ratios
104 Prime Lending Rate
105 Quality of Earning Assets
106 Commitments and Business Contingencies
106 Debt Service Ability and Receivables Collectibility Level
107 Capital Structure and Management Policy on Capital Structure
108 Material Commitments for Investments in Capital Goods
109 Realisation of Investments in Capital Goods
109 Material Information and Facts Occurring After the Accountant's Report
110 Comparasion of Targets and Realisations in 2025
111 One Year Forward Projections
113 Business Prospects
114 Marketing Aspect
115 Dividend Policy and Distribution
115 Taxation Aspect
116 Actual Use Public Offering Proceeds
116 Employee and/or Management Stock Ownership Programme (ESOP/MSOP)
117 Material Transaction Information for Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring
118 Transactions with Affiliated Parties
120 Amendments to Regulations Affecting the Company
124 Changes in Accounting Policies and Their Impact on the Company

GCG
128 GCG Foundations and Policy
129 GCG Implementation Objectives
130 GCG Principles
131 GCG Roadmap
132 GCG Mechanism
133 GCG Programmes in 2025
134 GCG Assessment
135 GCG Structure
139 Board of Commissioners
145 Board of Directors
153 Nomination and Remuneration of the Board of Commissioners and Board of Directors
155 Board of Commissioners Committees
165 Board of Directors Committee
192 Corporate Secretary
193 Internal Audit
198 Internal Control System
Commitment to the Implementation of Internal Control Over Financial Reporting (ICOFR)
201 Compliance Function
206 Anti-Money Laundering (AML)
207 Anti-Fraud Management and Investigation
208 Information Technology Governance
209 Code of Ethics And Corporate Culture
210 Whistleblowing System
211 Anti-Bribery and Corruption Policy
212 Information Disclosure and Access to Bank's Information
212 Litigations
213 Administrative Sanctions
213 Policy on Providing Long-Term Performance-Based Compensation To Management and/or Employees
213 Policy on Disclosing Information on Share Ownership of Members of The Board of Directors And Board of Commissioners
214 Transparency on Financial And Non-Financial Performance
214 Policy on Transactions With Conflict of Interest
215 Implementation of OJK's Corporate Governance Guidelines for Public Companies
217 Risk Management
224 Statement of the Board of Directors and/or Board of Commissioners or Audit Committee on the Adequacy of the Risk Management System

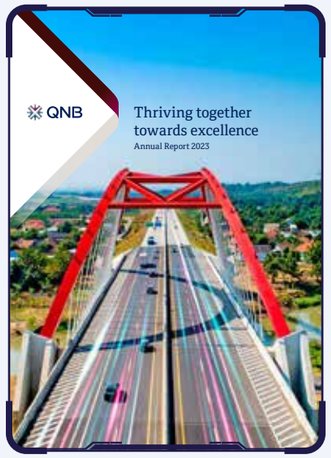
Sustainability
256 Sustainability Performance Highlights
257 Sustainability Strategy
263 Sustainability Governance
266 Sustainable Finance
270 Beyond Banking
273 Sustainable Operations
281 About the Sustainability Report
280 Feedback Form
281 List of Disclosure Based on POJK No.51/Pojk.03/2017

Theme continuity



2022
Driving growth for a sustainable future

Throughout the COVID-19 pandemic, QNB Indonesia had grappled with significant challenges resulting from the restrictions and the ensuing economic downturn. Yet the Bank successfully navigated through the turbulence. In the process, it has strengthened asset quality and laid a solid foundation for future expansion. The Bank has been able to capture growth opportunities and improve its financial footing thanks to robust governance, effective risk management, and its shareholders' staunch support for longterm financial stability. Having weathered the severe headwinds of the recent times, the Bank is now poised to pursue sustainable growth forward. QNB Indonesia aspires to drive its progress along a prudent and responsible pathway, while simultaneously creating meaningful value for the shareholders, customers, employees, and the community at large.



2023
Thriving together towards excellence

In 2023, QNB Indonesia's strategic resilience, financial discipline, and commitment to excellence was made manifest in the Bank's more stringent risk management, enhanced level of customer service, and a positive net profit that heralded a new era of strong and sustainable financial results going forward. These achievements, underscored by equally significant progress in digital innovation, sustainability, and corporate governance, reflect a united effort of the Bank to shore up collective action, with various relevant parties, to thrive towards excellence. This 2023 Annual Report theme is highlighting the Bank's collaborative success, adaptability, and foresight in navigating challenges and setting a foundation for lasting growth and prosperity.



2024
Celebrating 60 years of growth and excellence, inspiring the road ahead

QNB Indonesia celebrates QNB Group's legacy of 60 years of growth and excellence by enacting relentless innovation to leverage opportunities and tackle challenges in Indonesia's burgeoning financial markets. With a sustainable growth mindset, the Bank leverages global expertise to deliver strategic initiatives tailored to local needs. Nurturing partnerships, enhancing financial literacy, and driving inclusive development are key for QNB Indonesia to create lasting value for all stakeholders. Thus the Bank embraces continuous improvement and pursues excellence to honour its parent company's proud heritage. In the footsteps of QNB Group, QNB Indonesia positions itself as a trusted partner that inspires Indonesia in its economic journey towards a golden future.

2025 Key achievements

Financial performance

Interest Income
IDR678.79 billion

Total Assets
IDR13.20 trillion
↑ 2.73%
from the achievements of 2024

Income from Operation
IDR68.34 billion

Operational performance

GCG self-assessment
Level 2 rating with the predicate.
'Good'

Human resource development
Funds Realised
IDR6.34 billion
↑ 214 activities
Average of 42.5 hours per year

Award
3 national
1 international

1 2025 Highlights

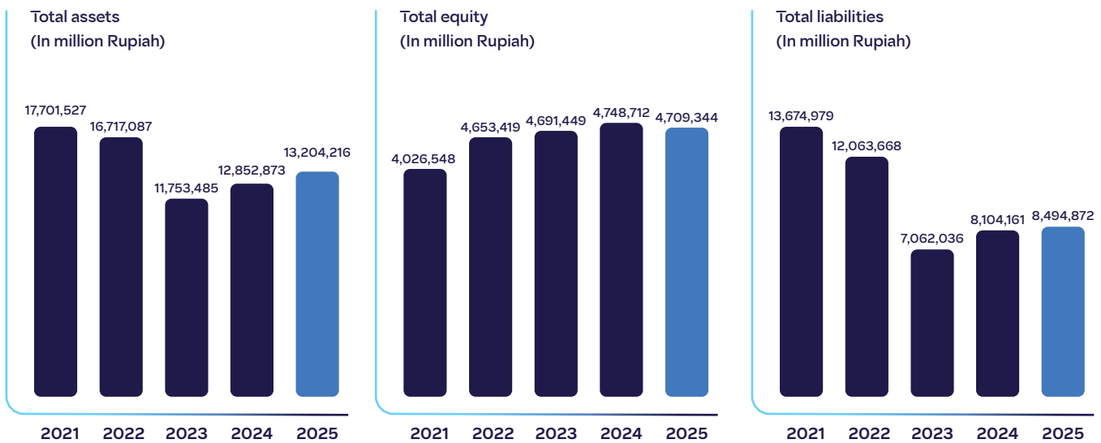
Financial highlights

Statement of financial position

(in million Rupiah)

Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)
Assets						
Cash	28,522	36,917	24,445	33,354	36,785	-22.74%
Current Accounts with Bank Indonesia	364,492	410,213	543,920	919,797	472,517	-11.15%
Current Accounts with Other Banks - Net	17,503	38,811	184,089	148,347	275,568	-54.90%
Placements with Bank Indonesia and Other Banks	1,241,384	1,336,301	1,092,008	1,032,898	1,979,562	-7.10%
Derivative Receivables	590	3,269	11	108	1,307	-81.95%
Acceptance Receivables - Net	87,678	0	0	188,295	6,775	100.00%
Securities Purchased under Agreement to Resell	10,872	0	2,977,202	3,072,222	2,350,769	100.00%
Loans - Net	9,403,227	7,965,727	5,449,285	9,256,123	9,615,446	18.05%
Securities - Net	1,481,150	2,160,025	389,952	513,987	953,854	-31.43%
Prepayments	60,599	43,198	33,035	22,687	30,462	40.28%
Deferred Tax Assets - Net	147,431	249,124	280,354	272,500	280,285	-40.82%
Fixed Assets and Right-of-Use Assets	171,251	203,187	212,916	275,398	321,226	-15.72%
Intangible Assets	50,871	60,549	59,892	57,148	52,779	-15.98%
Foreclosed Assets - Net	0	236,041	250,416	665,046	1,001,757	-100.00%
Other Assets - Net	138,646	109,511	255,960	259,177	322,435	26.60%
Total Assets	**13,204,216**	**12,852,873**	**11,753,485**	**16,717,087**	**17,701,527**	**2.73%**
Liabilities						
Liabilities Payable on Demand	13,349	21,022	12,555	24,028	16,247	-36.50%
Deposits from Customers	8,138,008	7,341,878	6,339,203	10,604,624	12,015,196	10.84%
Deposits from Other Banks	3,351	322,491	1,832	7,302	7,771	-98.96%
Acceptance Payables	87,889	0	0	26,336	6,778	100.00%
Derivative Payables	9,013	7,775	1,838	90	1,256	15.92%
Securities Sold under Repurchase Agreements	0	95,873	385,051	0	0	-100.00%
Borrowings	0	0	0	1,000,000	1,000,000	0.00%
Marketable Securities Issued	0	0	0	0	99,888	0.00%
Obligation for Employment Benefits	60,942	75,739	67,187	68,066	81,610	-19.54%
Accruals and Other Liabilities	182,320	239,383	254,370	333,222	446,233	-23.84%
Total Liabilities	**8,494,872**	**8,104,161**	**7,062,036**	**12,063,668**	**13,674,979**	**4.82%**
Equity						
Share Capital - Par Value of Rp250 (Whole Rupiah) per Share Authorised Capital 40,000,000,000 Shares as of 31 December 2025 and 2024 Issued and Fully Paid Capital 35,158,048,365 Shares as of 31 December 2025 and 2024	8,789,512	8,789,512	8,789,512	5,109,171	5,109,171	0.00%
Additional Paid-in Capital	(33,588)	(33,588)	(33,588)	(30,150)	(30,150)	0.00%
Advanced Capital	3,652	3,652	3,652	3,683,926	2,683,926	0.00%
Fair Value Reserve - Net	8,997	(201)	(61)	28,183	8,605	4,576.12%
Retained Earnings (Deficit):						
Appropriated	7,396	7,396	6,396	6,396	6,396	0.00%
Unappropriated	(4,066,625)	(4,018,059)	(4,074,462)	(4,144,107)	(3,751,400)	-1.21%
Total Equity	**4,709,344**	**4,748,712**	**4,691,449**	**4,653,419**	**4,026,548**	**-0.83%**
Total Liabilities and Equity	**13,204,216**	**12,852,873**	**11,753,485**	**16,717,087**	**17,701,527**	**2.73%**

Chart of financial highlights



Statement of profit or loss and other comprehensive income

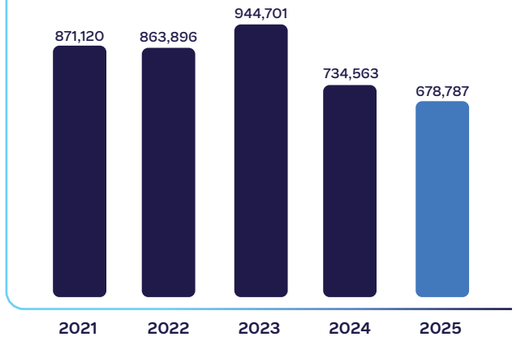
(in million Rupiah)

Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)
Operating Income and Expenses						
Interest Income	678,787	734,563	944,701	863,896	871,120	-7.59%
Interest Expense	(331,823)	(283,644)	(420,826)	(431,896)	(533,643)	-16.99%
Net Interest Income	**346,964**	**450,919**	**523,875**	**432,000**	**337,477**	**-23.05%**
Other Operating Income						
Fees and Commission - Net	39,900	31,562	63,006	68,127	56,006	26.42%
Trading (Loss)/Income - Net	3,300	(319)	19,895	21,034	14,936	1,134.48%
Others	42,411	61,983	161,469	180,294	146,977	-31.58%
Total Other Operating Income	**85,611**	**93,226**	**244,370**	**269,455**	**217,919**	**-8.17%**
Other Operating Expenses						
Personnel Expenses	(291,121)	(265,369)	(289,816)	(280,414)	(311,973)	-9.70%
General and Administrative Expenses	(148,116)	(200,832)	(229,711)	(202,517)	(187,521)	26.25%
Reversal of/(Provision for) Impairment Losses on Financial Assets	79,246	19,021	(136,468)	(613,732)	(1,531,916)	316.62%
Others	(4,243)	(10,560)	(4,875)	(5,524)	(7,981)	59.82%
Total Other Operating Expenses	**(364,234)**	**(457,740)**	**(700,538)**	**(1,102,187)**	**(2,039,391)**	**20.43%**
Non-operating Income						
Non-operating Income	9,171	90	3,827	0	0	10,089.67%
Non-operating Expenses	(26,667)	(85)	(2,285)	0	0	-31,273.90%
Total Non-operating Income - Net	**(17,496)**	**5**	**1,542**	**0**	**0**	**-350,025.38%**
Profit/(Loss) Before Income Tax Expense	50,845	86,410	69,249	(400,732)	(1,483,995)	-41.16%
Income Tax Expense	(99,168)	(30,772)	0	0	(94,782)	-222.27%
Profit/(Loss) for the Year	**(48,323)**	**55,638**	**69,249**	**(400,732)**	**(1,578,777)**	**-186.85%**

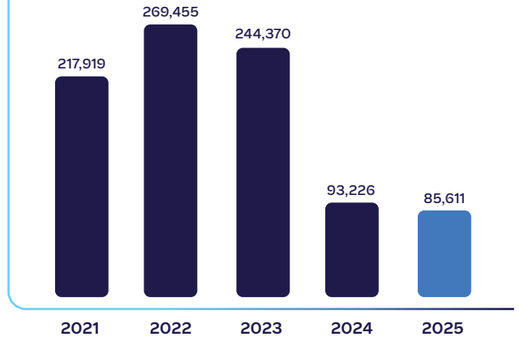
Description	2025	2024	2023	2022	2021	YoY 2024-2025 (%)
Profit/(Loss) for the Year	**(48,323)**	**55,638**	**69,249**	**(400,732)**	**(1,578,777)**	**-186.85%**
Other Comprehensive Income						
Items that Would Be Reclassified to Profit or Loss:						
Fair Value Changes of Securities Measured at Fair Value Through Other Comprehensive Income	11,792	(179)	(36,210)	25,100	(12,446)	6,670.00%
Income Tax related to Items that Would Be Reclassified to Profit or Loss	(2,594)	39	7,966	(5,522)	2,269	-6,670.00%
Items that Would Not Be Reclassified to Profit or Loss:						
Remeasurements of Obligation for Post-Employment Benefits	(312)	2,262	508	10,288	4,537	-113.77%
Income Tax related to Items that Would Not Be Reclassified to Profit or Loss	69	(497)	(112)	(2,263)	(1,477)	113.88%
Other Comprehensive Income (Loss) Net of Tax	8,955	1,625	(27,848)	27,603	(7,117)	451.08%
Total Comprehensive Income (Loss) for the Year	**(39,368)**	**57,263**	**41,401**	**(373,129)**	**(1,585,894)**	**-168.75%**

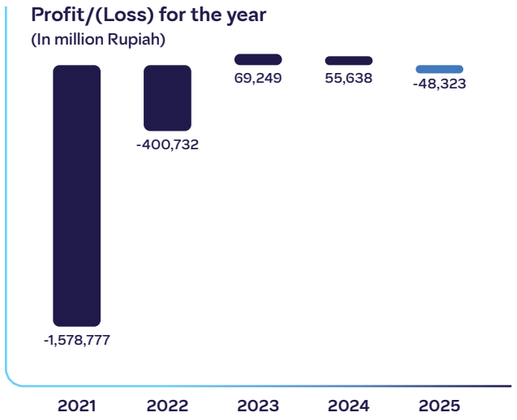
Chart of profit/loss highlights

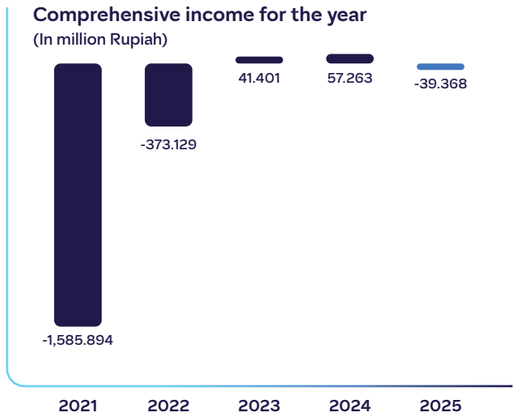
Interest income
(In million Rupiah)



Other operating income
(In million Rupiah)







Financial ratios and other important ratios

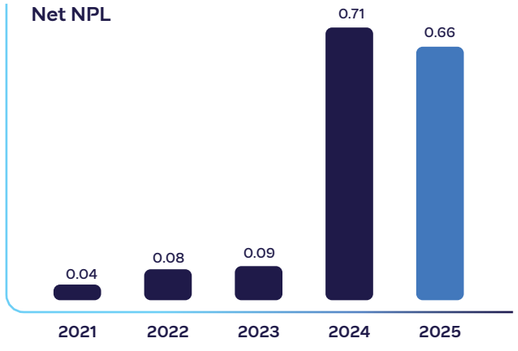
(in %)

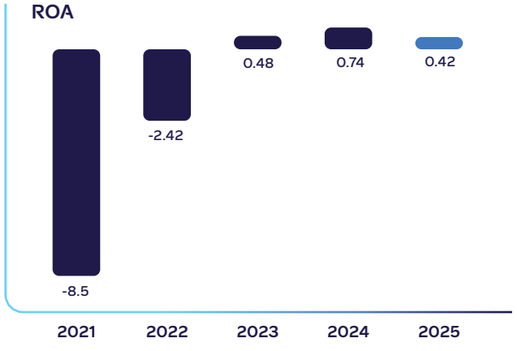
Description	2025	2024	2023	2022	2021
Capital					
Capital Adequacy Ratio (CAR)	52.22	56.15	62.23	38.59	29.92
Productive Assets					
Productive Assets & Non-Productive Assets (Non-performing Assets) to Total Productive Assets & Non-Productive Assets	1.36	3.09	2.38	4.32	6.03
Non-performing Productive Assets to Total Productive Assets	1.36	1.55	0.37	0.29	0.05
Allowance for Impairment Losses to Productive Assets	2.36	3.30	4.15	3.26	2.36
Non-performing Loans (NPL) Gross	2.24	2.71	0.77	0.38	0.08
Non-performing Loans (NPL) Net	0.66	0.71	0.09	0.08	0.04
Profitability					
Return on Assets (ROA)	0.42	0.74	0.48	(2.42)	(8.50)
Return on Equity (ROE	-1.11	1.31	1.65	(11.74)	(54.71)
Net Interest Margin (NIM)	2.92	4.09	3.83	3.19	2.34
Liability to Equity Ratio	180.38	170.66	150.53	259.24	339.62
Liability to Asset Ratio	64.33	63.05	60.08	72.16	77.25

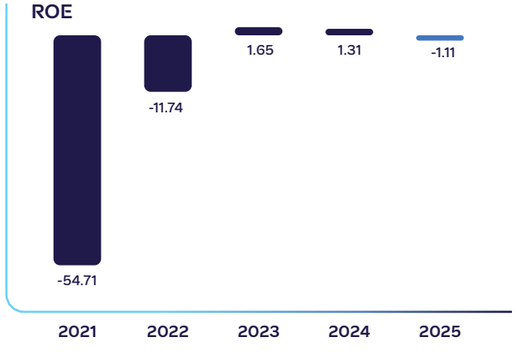
Description	2025	2024	2023	2022	2021
Liquidity					
Liquidity Coverage Ratio (LCR)	119.95	174.70	465.30	400.00	223.18
Net Stable Funding Ratio (NSFR)	140.40	154.36	190.59	146.25	134.76
Macroprudential Intermediation Ratio (MIR)	120.23	115.16	93.94	91.11	80.95
Compliance					
Percentage of Legal Lending Limit Breach					
Related Parties	0.00	0.00	0.00	0.00	0.00
Non-Related Parties	0.00	0.00	0.00	0.00	0.00
Daily Minimum Reserve Requirement (Rupiah)	5.06	7.74	10.08	9.30	3.43
Average Minimum Reserve Requirement (Rupiah)	9.46	8.39	8.84	9.01	3.50
Minimum Reserve Requirement (Foreign Currency)	4.04	4.19	4.01	4.05	4.08
Net Open Position (NOP)	0.09	0.19	0.04	0.15	0.25

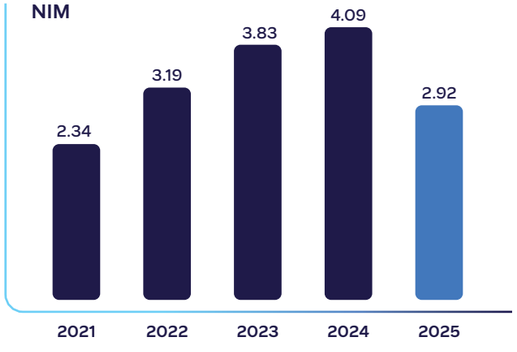
Chart of important ratios

(in %)









Share highlights

Period	Opening Price	Highest Price	Lowest Price	Closing Price	Transaction Volume	Number of Shares Issued
2024						
1st Quarter	81	83	52	52	82,478	35,158,048,365
2nd Quarter	52	68	50	54	23,564	35,158,048,365
3rd Quarter	54	63	54	61	14,060	35,158,048,365
4th Quarter	61	104	59	71	1,208,103	35,158,048,365
2025						
1st Quarter	71	78	50	52	448,291	35,158,048,365
2nd Quarter	52	70	50	58	174,302	35,158,048,365
3rd Quarter	58	81	58	67	1,451,253	35,158,048,365
4th Quarter	67	79	59	64	1,329,799	35,158,048,365

Graph of stock price movement for 2024-2025

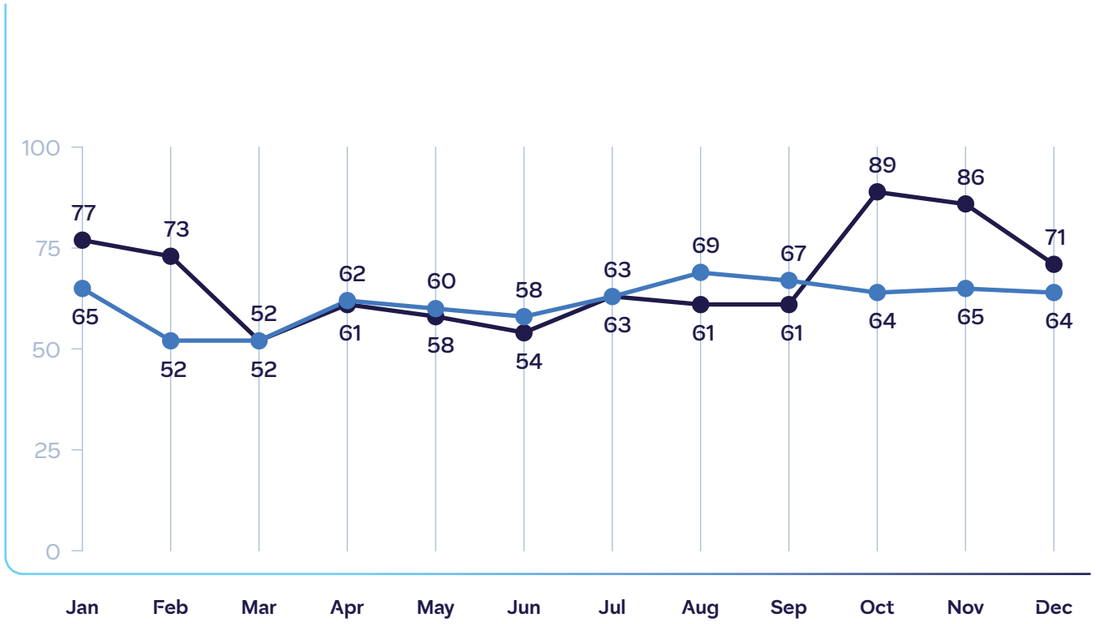
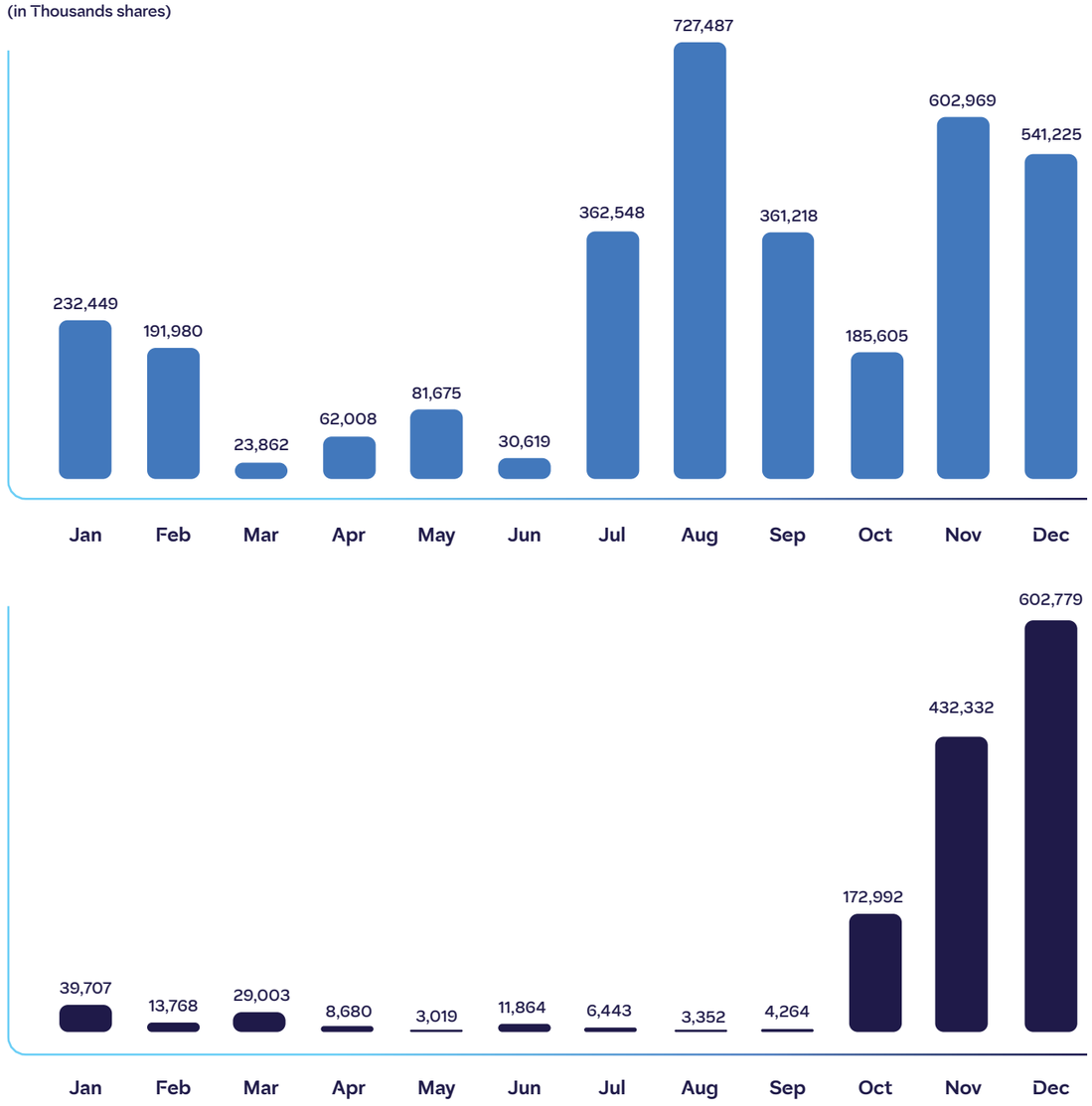


Chart of stock transaction volume trends for 2024-2025

(in Thousands shares)



Information on suspension and/or delisting of stocks

Until 31 December 2025, QNB Indonesia had never been subject to sanctions that could affect its stock trading activities on the Stock Exchange where the Bank lists its shares and trades shares, neither subject to suspension and/or delisting of shares. Therefore, there is no information regarding the impact of suspension and/or delisting of shares that can be presented in this Annual Report.

Corporate actions

Throughout 2025, the Bank did not conduct any corporate actions that might have resulted in any changes in the stock, such as stock split, reverse stock, bonus shares, or changes in the nominal value of shares. Therefore, no information regarding the dates of corporate actions stock split ratio, reverse stock, stock dividend, bonus shares, the number of convertible securities issued, changes in the nominal value of shares, the number of outstanding shares before and after every corporate action, the number of convertible securities exercised, and the share price before and after the corporate action can be presented in this Annual Report.

Information on bonds, sukuk, convertible bonds, and/or other forms of securities

Until 31 December 2025, the Bank did not issue bonds, sukuk, and/or convertible bonds. Therefore, this Annual Report does not contain information regarding outstanding bonds, sukuk, or convertible bonds.



Accolades and certifications

Accolades awarded in 2025

National



Name of accolade

- "Best companies to work for in Asia 2025",
- "Most caring company 2025", and
- "Diversity, Equity & Inclusion Company 2025".

Awarded by

HR Asia Awards 2025

Date

23 June 2025



Name of accolade

500 most outstanding women 2025

Awarded by

Infobank

Date

5 July 2025



Name of accolade

Top young CEO 2025

Awarded by

Infobank

Date

4 November 2025

International

Name of accolade

Runner up category 1 - risk champion

Awarded by

ASEAN Risk Awards 2025

Date

4 July 2025



Significant events



January

- Book donation handover to Jakarta Bookhive (more than 120 books donated from the employees).
- First Wealth Forum.



February

- Signing with PT El Sewedy Indonesia.
- Signing with PT Integra.



March

- CSR financial literacy to Sekolah Bingkai Jalanan.
- Signing extended revolving credit facility with PT Indosat Tbk.
- Signing additional term loan facility with PT Buana Finance Tbk.



April

- The Ruby Women's Club Kartini Day celebration.
- Annual General Meeting of Shareholders.
- Launching of Allianz Life LegacyPro.
- Launching of QNB Indonesia Aspire Internship Programme.



May

- Long Service Awards 2025.
- CSR financial literacy to Elfattah Mufidah orphanage.
- Signing with J Resources Bolaang Mongondow.



June

- QNB Indonesia achieved awards at HR Asia Awards 2025.
- Launching of Qatalyst AI.
- CSR financial literacy to Abhimata Mitrasamaya orphanage.



July

- CSR financial literacy to Kampung Melayu orphanage with QNB First customer's children.
- Participating in syndication for PT FKS Food and Agri.
- Signing with PT Pindo Deli Pulp & Paper Mills.
- Signing with PT Gihon Telekomunikasi Indonesia Tbk for additional term loan facility.
- QNB Indonesia achieved awards at ASEAN Risk Awards 2025.
- QNB Indonesia achieve award at 500 Most Outstanding Women 2025 by Infobank magazine.



August

- QNB Blue Pledge campaign.
- QNB Juang 2025 sports tournament.
- Health Talk: Healthy Lifestyle.
- QNB Juang 2025 blood donation.
- Participating in syndication for PT Polytama Propindo.
- Signing with Tower Bersama Group.



September

- World Health Day Health Talk: Let's Talk about our Heart with Yayasan Jantung Indonesia.
- Signing revolving credit facility with PT Mitra Adiperkasa Tbk.
- Participating in syndication for PT OKI Pulp & Paper Mills (APP Group).



October

- Breast cancer awareness activities with Lovepink Indonesia.
- Signing first Green Term Loan with PT CSM Corporatama (Indorent).
- Signing with PT FKS Multi Agro Tbk.
- Signing with PT Adi Sarana Armada Tbk (ASSA).
- Signing bilateral FX facility with UOB Kay Hian.
- Partnership with PT Pakar Digital Global (Paper.id)
- Launching an API Payment service for a local payment service provider licensed as a PJP 1 by Bank Indonesia.



November

- QNB Indonesia achieved awards at Top Young CEO Awards 2025 by Infobank magazine.
- CSR financial literacy to Dompet Yatim dan Dhuafa orphanage.



December

- Signing bilateral financing facility with PT Dayamitra Telekomunikasi Tbk.
- Extended financing facility to PT Perusahaan Listrik Negara (Persero).
- Signing bilateral financing facility with PT Pegadaian.
- Signing bilateral financing facility with PT Artajasa Pembayaran Elektronis.
- Signing with PT Indo Kordsa Tbk.

2 Reports to stakeholders



Board of Commissioners' report



Ms. Fatma Al-Suwaidi
President Commissioner

> The Board of Commissioners views that fundamental resilience, consistency in the implementation of governance, and the quality of risk management are key factors in maintaining the Bank's business sustainability.

Assalamu'alaikum warahmatullahi wabarakatuh

Dear Shareholders and Stakeholders,

Report of the board of commissioners

On behalf of the Board of Commissioners (BoC) of PT Bank QNB Indonesia Tbk, we deliver this report as a form of accountability for our supervisory function applied during the reporting year. Throughout the year, Indonesia banking industry operated in an environment marked by continued global uncertainties, adjustments to interest rate policies, financial market volatilities, and intense competition within the national banking industry. On the other hand, acceleration of digital transformation, shifts in customer behavior, and rising stakeholders' expectations also created challenges and opportunities for the banking industry.

In facing these conditions, the BoC views fundamental resilience, consistent governance implementation, and quality risk management as key factors in maintaining the Bank's business sustainability. This view serves as the basis for the BoC to perform its oversight function throughout the reporting year.

Implementation of the board of commissioners' supervisory function

Throughout the reporting year, the BoC performed its supervisory function independently, objectively, and continuously. The BoC focused on supervising strategic policies, performance of the Board of Directors (BoD), and the implementation of risk management, internal control system, compliance, and prudential principles in all of the Bank's business activities.

The BoC performed its supervisory function through the BoC meetings, joint meetings of the BoC and the BoD, as well as periodic discussions and evaluations of management reports and the implementation of the Bank's Business Plan. Through these mechanisms, the BoC ensures that the management of the Bank by the BoD remains aligned with the strategic direction and acceptable risk levels. The BoC assessed that the oversight mechanism in place is adequate and effective.

Board of directors' performance assessment and board of commissioners' recommendations

As part of its supervisory function, the BoC assesses the BoD's performance collectively and individually. The assessment considers the achievement of strategic objectives, quality of portfolio growth, effectiveness of risk management, level of compliance with applicable regulations, and adequacy of internal control system in supporting the Bank's operations.

Based on the assessment results, the BoC delivered recommendations to the BoD for consideration and follow-up. These recommendations include strengthening the implementation of risk management and internal control, maintaining asset quality sustainably, and carrying out the Bank's strategies and initiatives selectively and measurably in accordance with acceptable risk levels.

The BoC monitors the follow-up to these recommendations through applicable supervisory mechanism and assesses the BoD's commitment to following up on the BoC's directives as part of efforts to improve the Bank's governance performance and quality.

Implementation of good corporate governance

The BoC believes that consistently implementing Good Corporate Governance serves as the primary foundation for maintaining stakeholders' trust and strengthening the Bank's resilience. Throughout the reporting year, the BoC ensured that the principles of transparency, accountability, responsibility, independency, and fairness were integrated into the Bank's strategic decision-making process and operational activities.

To support the effectiveness of its oversight function, the BoC is assisted by the Audit Committee, the Risk Oversight Committee, and the Remuneration and Nomination Committee. The BoC periodically evaluates these committees' performance, by taking into account their structure, effectiveness of task implementation, quality of discussions and recommendations, and contribution to supporting the BoC's oversight function. Based on the evaluation results, the BoC assessed that all committees carried out their duties and responsibilities effectively.

Board of commissioners' performance assessment

In addition to overseeing the BoD, the BoC also conducts performance assessments of the BoC, both collectively and individually. The assessments are conducted qualitatively, by taking into account attendance and participation in meetings, contributions to decision-making process, independency, and compliance with applicable regulations and code of conduct. These assessment results then become the basis for continuously improving the effectiveness of the BoC's oversight function.

Board of commissioners' composition

Throughout the reporting year, there were no changes to the composition and membership of the BoC.

Closing

The BoC is committed to consistently performs its supervisory function in a disciplined and responsible manner, while also promoting strong and adaptive governance. With a deep understanding of industry dynamics, constructive communication with the BoD, and consistent focus on risk management and compliance, the BoC believes that the Bank has a solid foundation to face future challenges and create long-term value for all stakeholders.

Wassalamualaikum Warahmatullahi Wabarakatuh

Board of Directors' Report



Nick Groene
President Director

> A key strategic focus in 2025 was the continued strengthening and simplification of the Bank's balance sheet.

To Our Shareholders and Stakeholders

The year 2025 marked an important phase of consolidation and disciplined execution for PT Bank QNB Indonesia Tbk ("the Bank"). While the domestic monetary environment showed signs of easing, funding conditions remained challenging amid intense competition for deposits and heightened pricing sensitivity across the banking industry.

In this environment, the Bank remained focused on strengthening its core fundamentals, preserving financial resilience, and positioning itself for sustainable growth.

Economic environment and strategic context

Throughout 2025, Indonesia's economy continued to demonstrate stability; however, liquidity conditions in the banking sector remained tight. Competition for funding intensified, exerting pressure on funding costs and reinforcing the importance of disciplined balance sheet and liquidity management.

Against this backdrop, the Bank adopted a prudent and selective strategy, prioritising funding stability, asset quality, and capital strength, while continuing to support clients in the real sector in a responsible and measured manner.

Performance overview and financial resilience

In 2025, the Bank recorded year-on-year loan growth, reflecting continued demand from its core corporate client base and the Bank's ability to deploy capital selectively despite challenging funding conditions. Growth was achieved while maintaining strong credit discipline and a conservative risk profile.

The Bank continued to maintain a strong capital position, with the Capital Adequacy Ratio (CAR) remaining significantly above regulatory requirements. This solid capital base provides resilience against market volatility and supports the Bank's medium-term growth ambitions.

Provisioning levels remained prudent and well-aligned with the Bank's risk profile, reinforcing balance sheet strength and ensuring adequate buffers against potential credit risk. Liquidity was actively managed throughout the year, with the Bank consistently meeting all regulatory liquidity requirements

Balance sheet strengthening and focused execution

A key strategic focus in 2025 was the continued strengthening and simplification of the Bank's balance sheet. Management concentrated on reducing complexity, addressing legacy exposures, and sharpening focus on core business activities.

These efforts resulted in a healthier balance sheet structure, improved transparency, and enhanced management capacity to focus on sustainable, value-accretive growth.

Business focus and market positioning

The Bank remained firmly focused on corporate banking as its primary business segment. Strategic emphasis was placed on:

- Deepening relationships with existing corporate clients,
- Expanding selectively within corporate segments aligned with the Bank's risk appetite,
- Enhancing transaction-based services to support client activity and revenue diversification.

In line with this approach, the Bank did not pursue physical retail expansion during the year. Instead, retail activities were continuously optimised to improve efficiency and ensure alignment with the Bank's broader corporate-led strategy.

Operational discipline and technology enablement

Throughout 2025, the Bank continued to enhance operational discipline through process improvements, strengthened governance, and the effective use of technology to support reliability, control, and scalability.

Digital enablement and data capabilities were directed toward improving operational resilience, service quality, and decision-making, while ensuring the Bank remains well positioned to support future growth.

Organisational capability and talent development

Human resources remain a fundamental enabler of the Bank's long-term sustainability. During 2025, the Bank continued to focus on building an organisation that is disciplined, capable, and aligned with its strategic direction.

The Bank prioritised strengthening organisational effectiveness through clear accountability, continuous capability development, and fostering a performance-driven culture. Emphasis was placed on equipping employees with the skills and adaptability required to operate effectively in an increasingly digital and competitive banking environment.

At the same time, the Bank remained committed to maintaining a supportive and inclusive workplace, recognising that employee well-being and engagement are essential to sustainable performance and long-term value creation.



Outlook and strategic priorities for 2026

Entering 2026, the Bank is positioned to build on the stronger foundation established over the past year. Strategic priorities will focus on four key areas:

- **Corporate business focus**
  Strengthening the corporate banking franchise through deeper client relationships, selective expansion, and enhanced transaction banking capabilities.
- **Retail optimisation**
  Continued optimisation of retail activities to improve efficiency, focus resources, and support the Bank's overall business strategy.
- **AI-Driven Processes and Operational Excellence**
  Leveraging digitalisation and artificial intelligence to enhance process efficiency, strengthen risk management, and improve service delivery.
- **Human resources education and welfare improvement**
  Investing in employee education, capability development, and welfare to build a future-ready organisation that supports sustainable growth.

These strategic focuses are in continuous alignment with QNB Group vision and strategy to maintain its position as the largest bank in Middle East Africa (MEA) and one of the leading banks in Middle East Africa South East Asia (MEASEA).

Commitment to good corporate governance

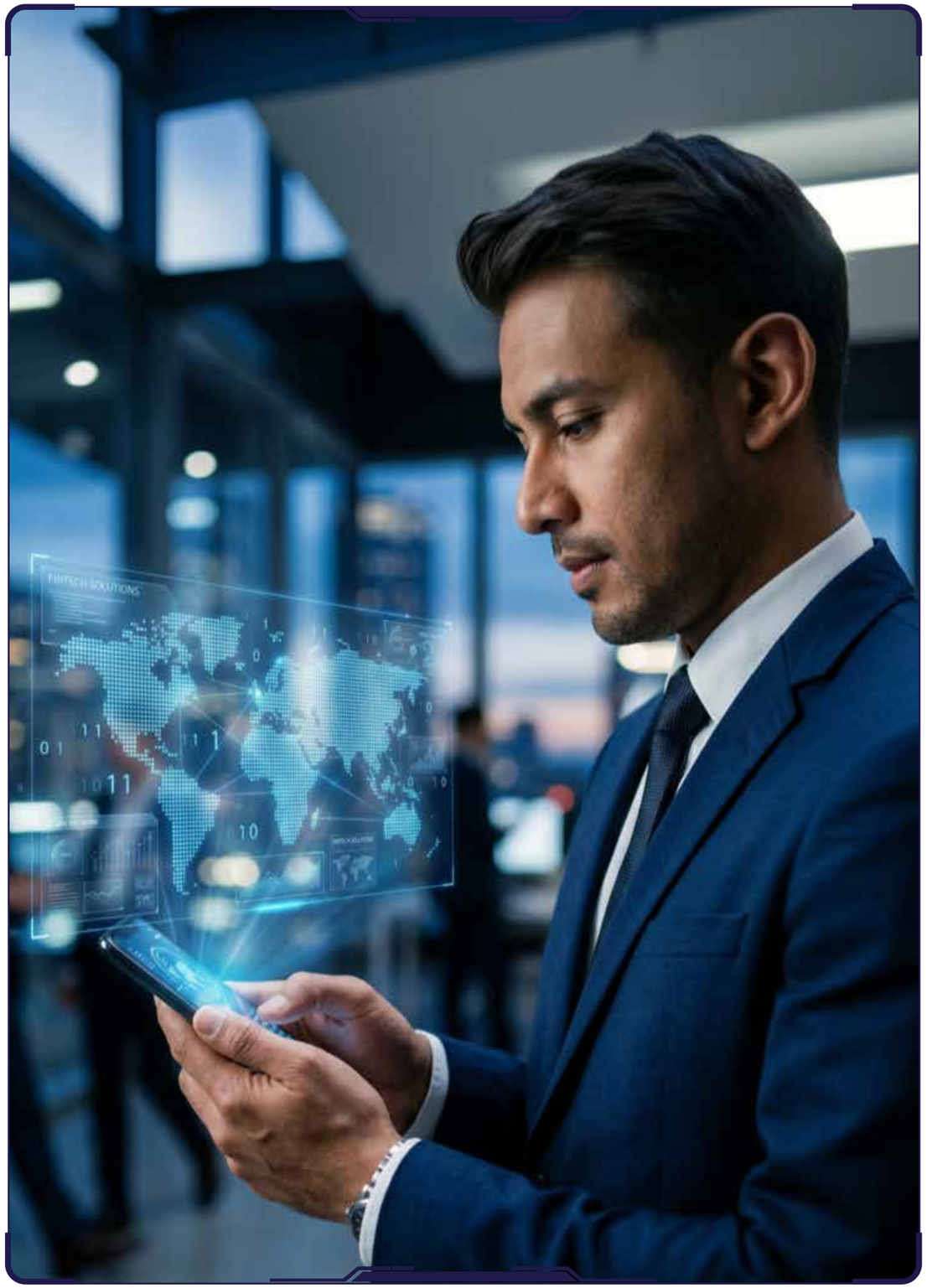
The Board of Directors remains fully committed to the consistent implementation of Good Corporate Governance principles. Transparency, accountability, and compliance continue to guide all strategic and operational decisions, ensuring the Bank maintains the trust of shareholders, regulators, customers, and other stakeholders.

Appreciation and closing

On behalf of the Board of Directors, we thank our loyal customers, business partners, and employees for their ongoing support and dedication.

We also extend our sincere appreciation to the Board of Commissioners for their guidance and oversight, to our shareholders for their continued trust, and to our regulators for their constructive engagement.

With a strengthened foundation and a clear strategic direction, the Bank is confident in its ability to deliver sustainable growth and long-term value.



Statement of Responsibility of Members of the Board of Commissioners and Directors for the 2025 Annual Report of PT Bank QNB Indonesia Tbk

We the undersigned hereby state that all information contained within the 2025 Annual Report of PT Bank QNB Indonesia Tbk has been presented in full and that we assume full responsibility for the truthfulness of the contents of the Company's Annual Report.

Thus we have made this statement truthfully.

Members of the Board of Commissioners

Fatma Al-Suwaidi
President Commissioner

Khalid Al-Sada
Commissioner

Djoko Sarwono
Independent Commissioner

Muhammad Anas Malla
Independent Commissioner

Members of the Board of Directors

Nick Groene
President Director

Windiartono Tabingin
Director

Gede Shanta Wiguna
Director

Mario Utama
Director

3 Company profile

Identity and general information of the Bank

Company Name	PT Bank QNB Indonesia Tbk
Line of Business	Banking
Share Ownership	• Qatar National Bank (Q.P.S.C.) (91.57%) • Public (8.43%)
Date of Establishment	28 April 1913
Legal Basis of Establishment	Deed No. 53 dated 28 April 1913, prepared before Leonard Hendrik-Willem Van Sandick, Notary in Medan, approved by Besluit Gouverneur Generaal of the Dutch East Indies No. 58 dated 16 July 1913, and announced in the Extra Bijvoegesel der Javasche Courant No. 78 dated 30 September 1913.
Authorised Capital	IDR10,000,000,000,000 (ten trillion rupiah)
Issued and Fully Paid Capital	IDR8,789,512,091,250.00 (eight trillion seven hundred and eighty-nine billion five hundred and twelve million ninety-one thousand and two hundred fifty rupiah)
Share Listing	The Bank's shares were listed on Indonesia Stock Exchange (previously Jakarta Stock Exchange) on 21 November 2002.
Ticker Code	BKSW

SWIFT Code	AWANIDJA
Number of Employees	274 personnel
Head Office Address	Revenue Tower, 8th Floor, District 8, SCBD Lot 13, Jl. Jenderal Sudirman Kav. 52-53, Jakarta 12190. Tel: (+62 21) 515 5155
Website	www.qnb.co.id
Contact Center	Tel : (+62 21) 300 55 300 E-mail : contact.center@qnb.co.id
Whistleblowing Channel	Tel : (+62 21) 5085 7925 E-mail : ayolapor@qnb.co.id
Publication and Media	corporate.communication@qnb.co.id
Network	1 head office 6 branch offices 1 sub-branch office 8 ATM
Subsidiaries	As of the end of 2025, PT Bank QNB Indonesia Tbk had no subsidiaries.



Milestones

1913
Established in Medan as NV Chunghwa Shangyeh Maatschappij (The Chinese Trading Company Limited).

1958
Commenced operations as a Commercial Bank.

1962
Changed its name to PT Bank Chunghwa Shangyeh.

1965
Changed its name to PT Bank Kesawan.

1990
Relocation of headquarters to Jakarta.

1996
Obtained a license as a Foreign Exchange Bank.

1998
Awarded "Bank A" category from Bank Indonesia.

2002
Initial Public Offering by listing 78.8 million shares on Indonesia Stock Exchange.

2009
Rights Issue I.

2011
- Rights Issue II.
- Qatar National Bank (Q.P.S.C.) became the majority shareholder with 69.59% ownership.
- Changed its name to PT Bank QNB Kesawan Tbk.

2012
Relocation of headquarters and launching of the new logo

2013
Rights Issue III.

2014
- Name and logo transformation to PT Bank QNB Indonesia Tbk.
- Rights Issue IV.
- Qatar National Bank (Q.P.S.C.)'s share ownership increased to 82.59%.

2016
Earned "idAA" rating with "Stable" outlook from Pefindo.

2017
- Rights Issue V.
- Qatar National Bank (Q.P.S.C.)'s share ownership increased to 90.96%.

2018
- Rights Issue VI.
- Qatar National Bank (Q.P.S.C.)'s share ownership increased to 92.48%.
- Received "idAA" rating with "Stable" outlook by Pefindo.
- Received accolade as Perception Bank in Administration of State Revenue Through the 2nd Generation State Revenue Module

2019
- Relocation of headquarters in Jakarta.
- Received "idAAA" rating with "Stable" outlook by Pefindo.
- Received "AAA(idn)" rating with "Stable" outlook by Fitch Ratings.
- Issued Shelf Registration Bonds I Phase I of IDR100 billion and Shelf Registration Bonds I Phase II of IDR452 billion.

2020
Issued Shelf Registration Bonds I Phase III of IDR448 billion.

2023
Rights Issue VII.

2024
- Qatar National Bank (Q.P.S.C.)'s share ownership adjusted to 91.57%.
- Received the "Best Companies to Work for in Asia 2024" and "Most Caring Company 2024" accolades from HR Asia Awards.

2025
- Maintained its position as "Best Companies to Work for in Asia 2025", "Most Caring Company 2025", and received the "Diversity, Equity & Inclusion Company 2025" award from HR Asia Awards.
- Won the runner-up position for Category 1 - Risk Champion at ASEAN Risk Awards 2025.

Vision, Mission, and QNB Values



Vision

"The Bank will be one of the best employers in Indonesia."

"The Bank will generate solid growth and sustainable business & financial performance."

Mission

"QNB Indonesia provides benefits for all stakeholders, prioritising employees with a united and positive workplace & culture and a top-tier financial service."



As stated in Board of Directors Decision Letter No. 074/SK-Direksi/VI/2015 dated 1 June 2015, the values and culture of QNB Indonesia are as follows:

1 Passion for Excellence

We strive to go the extra mile to achieve the highest professional standard.

2 Innovative

We shall be adaptive to change and value creative thinking to attain superior benefits continuously.

3 Synergistic Team

We shall effectively harness our strength to achieve our common goals with pride.

4 Responsible Citizenship

We shall respect with dignity and be concerned for the well-being of people and the environment in which we operate.

5 Professionalism with Integrity

We shall continuously develop our competencies and behavior to reliably deliver what is expected from us. We shall be honest, fair, and accountable.

Line of business



Pursuant to Article 3 of the Bank's Articles of Association, the purposes and objectives of the Bank are to conduct commercial bank business activities conventionally in the banking sector in accordance with the provisions of the prevailing laws and regulations.

To achieve these purposes and objectives, the Bank may carry out main business activities as follows:

1. To collect funds from the public in the form of deposits, including savings accounts, current accounts, time deposits, deposit certificates, and/or other equivalent forms.
2. To disburse fund in the form of loans or financing.
3. To conduct activities in the field of payment systems.
4. To place funds with, borrow funds from, or lend funds to other banks, either by letter, telecommunications facilities, or by draft at sight, cheque, or other means.
5. To issue and/or carry out securities transactions for the benefit of the Bank and/or its customers.
6. To provide a place to store valuables and Securities.
7. To carry out activities in foreign exchange.
8. To carry out receivables transfer activities.
9. To carry out custody activities for goods and securities.
10. To carry out capital participation activities in Financial Service Institutions (hereinafter referred to as "LJK") and/or other companies that support the Banking industry by fulfilling the provisions set by the Financial Services Authority (hereinafter referred to as "OJK").
11. To carry out temporary capital participation activities outside the LJK to overcome the consequences of credit or financing failures, provided that they must withdraw their participation.
12. To act as the founder and administrator of a pension fund in accordance with the provisions of laws and regulations governing pension funds.
13. To cooperate with other LJK in providing financial services to Customers.
14. To conduct business activities as a digital bank.
15. May purchase part or all of the collateral, either through auction or outside the auction, based on voluntary submission by the owner of the collateral or based on the power to sell outside the auction from the owner of the collateral in the event that the debtor customer does not fulfill its obligations to the Bank, provided that the purchased collateral must be disbursed as soon as possible.
16. To issue certificates of debt acknowledgment.
17. To buy, sell, or underwrite at own risk or in favour of and at the instruction of its customers, including:
    - Notes, including drafts accepted by the Bank, whose validity period is no longer than the standard trading practice of the said documents;
    - State Treasury Bills and Government Guarantees;
    - Central Bank Certificates (SBI)
    - Bonds;
    - Future commercial papers;
    - Other future securities instruments.
18. To transfer money either for one's own interest or for the benefit of customers.
19. To receive payments from bills on securities and perform calculations with or among third parties.
20. To place funds with other customers in the form of securities that are listed or not listed on the stock exchange.
21. To perform factoring, credit card business, and trusteeship activities.
22. To issue credit documents in various forms and bank guarantees.
23. To carry out other activities with the approval of the OJK.

Aside from the main activities stipulated above, the Bank may perform supporting business activities as long as they do not violate applicable banking laws and regulations.

In 2025, the Bank carried out retail and corporate banking activities in accordance with the stipulations mentioned above.

Products and services



Savings Products

Savings Account

Savings account provides easy and convenient banking transactions for customers.

Advantages:
- Affordable initial deposit.
- Zero fees for balance inquiry, cash withdrawal, and overbooking transfer across all ATM Bersama and PRIMA networks.
- Online banking services through QNB Indonesia Mobile Banking & QNB Online Banking.

Premium Savings Account

Savings accounts with higher interest rates than regular savings accounts.

Advantages:
- Higher interest rates than regular savings accounts.
- Zero fees for RTGS, LLG, and clearing transactions; terms and conditions apply.
- Zero fees for cash withdrawal across all QNB Indonesia ATMs, ATM Bersama, and PRIMA networks.
- Free monthly administration fee, terms and conditions apply.
- Online banking services through QNB Indonesia Mobile Banking & QNB Online Banking.

Checking Account

Created for your ease in business transactions.

Advantages:
- A checking account in Rupiah allows customers to withdraw cash, using cashier's cheques or bank drafts.

Premium Checking Account

Checking account with premium features that provide ease of transaction to support businesses and offer higher interest rates than regular checking accounts.

Advantages:
- Higher interest rates than other checking accounts.
- Zero fees for RTGS, LLG, and clearing transactions; terms and conditions apply.

Switching Account

Providing convenience to invest in six currencies simultaneously within a single account.

Advantages:
- Six currency options: USD, SGD, AUD, GBP, JPY, and EUR.
- Competitive exchange rates provide customers with more favorable rates.
- Easy monitoring of funds through monthly e-statement.

Global Account

Offering customers an easy and secure way to invest in foreign currencies.

Advantages:
- Eight currency options: USD, SGD, AUD, HKD, GBP, JPY, EUR, and QAR.
- Relatively affordable initial deposit.
- Competitive exchange rates provide customers with more favorable rates.
- Easy monitoring of funds through monthly e-statements.

Global Checking Account
Foreign currency checking account that provides ease in foreign currency transactions.

Advantages:
- Eight currency options: USD, SGD, AUD, HKD, GBP, JPY, EUR, and QAR.
- Competitive exchange rates provide customers with more favorable rates.
- Available for individuals and corporations.
- Reports in account statements are easily monitored by the customer.

Forex
Foreign exchange transactions with competitive exchange rates.:

Advantages:
- Available in eight foreign currencies.
- Exact, competitive, and real-time prices.
- Products in foreign exchange investment.

Time Deposit
Deposit product with a certain tenor. Customers have the flexibility to choose the deposit tenor according to their plan. Available in seven currencies according to customers' needs.
Advantages:
- Available for individuals, companies, or institutions.
- Tenor options between 1, 2, 3, 4, 5, 6, 9, and up to 12 months.
- Available in 7 currencies: IDR, USD, SGD, AUD, EUR, HKD, and JPY.
- Interest rates are more competitive.
- The interest rate provided is fixed (does not change) throughout the fund placement period/term of the time deposit.

Loan Products

Comprehensive Corporate & Institutional Banking (CIB) solutions for investment and working capital financing, trade transactions, integrated cash management, time deposits, and foreign exchange transactions.

Working Capital Loans and Trade Financing
QNB Indonesia's working capital loans and trade financing solutions are designed to support the daily operational needs of corporate clients, offering flexible tenors of up to one year. These products provide businesses with the liquidity needed to manage supply chains, finance invoices, and optimise cash flow. With tailored options like bill discounting and pre- and post-import financing, we ensure smooth business operations and improved financial agility.

Investment Credit
QNB Indonesia's Investment Credit facilities are designed to support medium- and long-term financing needs for corporate customers, helping businesses achieve their growth and expansion goals. These customised solutions address financing requirements for acquiring capital goods, modernising operations, rehabilitating facilities, or starting new projects.

With a customer-focused approach, our Investment Credit offers flexible terms and competitive rates to help businesses unlock opportunities and overcome financial barriers. By providing dependable funding, we empower companies to innovate, expand their market presence, and contribute to the nation's economic development. Through our deep understanding of diverse industries and market dynamics, QNB Indonesia remains a trusted partner for corporations, delivering the financial solutions they need to achieve sustainable progress and long-term success.

Bank Guarantees and Standby Letters of Credit (SBLC)
Corporate clients can secure contractual obligations with QNB Indonesia's Bank Guarantees and Standby Letters of Credit. Ideal for tender processes, performance guarantees, and project-based undertakings, these facilities reinforce credibility and ensure the smooth execution of business commitments. Partner with us to strengthen corporate trust in business relationships and enhance market presence.

Letters of Credit (L/C)
Facilitate safe and efficient international trade with QNB Indonesia's Letter of Credit (L/C) services. This L/C solution for export and import transactions ensures that payment is made only after the agreed conditions are met, thereby safeguarding financial interests and supporting the smooth flow of global trade.

Supply Chain Financing
Optimise your business's working capital with supply chain financing solutions from QNB Indonesia that connect buyers and suppliers. Sellers can receive early payment for buyer-approved invoices, thereby strengthening cash flow and business relationships. This innovative solution enhances liquidity, fosters collaboration, and builds trust across the entire supply chain.

NPG Debit Card QNB Indonesia (GPN & VISA Contactless)*
Advantages:
- Retail payment transactions through PRIMA-branded EDC machines and ATM Bersama.
- Equipped with the National Chip Technology Standard, which provides enhanced security for customer data.
- Part of the National Payment Gateway (NPG) programme that offers standardised security features so customers can conduct transactions securely in all payment channels in Indonesia.
- No minimum amount for retail transaction payments performed on EDCs with PRIMA, ATM Bersama, and VISA logos, and no cash withdrawal fees on PRIMA and ATM Bersama ATM networks across Indonesia.

* *VISA network and Debit Card decommission in July 2025

UCan*
A digital loan product that meets customers' needs and preferences easily, quickly, and conveniently. Through a partnership between QNB Indonesia and Indonesia's leading telecommunications operator, Indosat Ooredoo Hutchison, as well as a leading information technology company and a world-class fintech partner, UCan offers cash loan products to customers through an integrated process—from application onboarding to digital cash withdrawal.

Advantages:
- Reliable service with convenient payment.
- Instant application processing and disbursement.
- Bank-level security to protect customer personal data and privacy.
- Competitive rates.

* UCan product closure through portfolio selling in October 2025

Wealth Management Products

Bancassurance

Allianz Assetlink Optima
Life insurance product with a single premium payment that provides Death Benefit, Death Benefit Due to Accident, as well as Investment Benefits, with a choice of sub-funds that suit customer needs.

Advantages:
- Investment benefit.
- Single Premium Unit Link with life Insurance benefit.

Allianz Wealthlink Protection Life
Life insurance product with Regular Premium payments that provides protection solutions, the potential for long-term investment in assets for your future financial plans, and remains protected from various life risks.

Advantages:
- Complete benefit.
- Investment benefit.

Allianz Wealthlink Prestige Life II
Unit link life insurance product with regular premium payments that provides solutions in efficient protection for optimal investment potential throughout your future financial planning.

Advantages:
- Complete benefit.
- Investment benefit.



First LifePASTI
Traditional life insurance product with regular premium payment, with life protection, critical illness benefit, and cash benefit that will be received at the end of the insurance policy period, as long as the policy is active and the insured is still alive until the end of the insurance period.

Advantages:
- Natural death benefit.
- Death benefit caused by accident.
- Critical illness benefit.
- Contract termination benefit.

QNB Indonesia collaborates under a reference business model in offering bancassurance products with PT Allianz Life Indonesia.

Allianz Life Secure PINTAR
Life insurance endowment product with a single premium payment that provides guaranteed benefit on maturity, death benefit (natural and accident).

Advantages:
- Single payment for 10 years protection.
- Guaranteed maturity benefit for education purpose.
- Death benefit (natural and accident)

Allianz Life LegacyPro
Traditional life insurance legacy product with regular premium payment, with life protection up to age 100.

Advantages:
- Life protection up to age 100.
- Benefit increment up to 150% Sum assured at age 75.
- Benefit premium waiver if diagnosed with one of 77 critical illness.

QNB Indonesia collaborates under a reference business model in offering bancassurance products with PT Allianz Life Indonesia.

Mutual Fund

Partnered with best investment managers in offering various mutual fund which suited with Customer's risk profile and financial objectives.

The investment managers are as follows:
- PT Batavia Prosperindo Aset Manajemen
- PT Mandiri Manajemen Investasi
- PT Manulife Aset Manajemen Indonesia
- PT Trimegah Asset Management
- PT Syailendra Capital

Advantages:
- A variety of quality products with different risk levels.
- Ease of subscription and redemption of mutual fund units through the branches of QNB Indonesia.
- Consolidated statements to view and monitor all transactions and investment returns.

Electronic Retail Government Bonds (e-SBN)

Bonds issued by the Indonesian Government are dedicated to retail/individual investors and are offered on the primary market through an online order mechanism.

Advantages:
- Coupons are paid regularly.
- Guaranteed by the Indonesian Government.
- Potential capital gain.

QNB Indonesia participates in offering e-SBN through the e-SBN Sub-Selling Agent agreement with PT Trimegah Sekuritas Tbk.

Services

ATM
Real-time and online electronic banking services.

Advantages:
- Ease of doing financial and non-financial transactions for all customers across all QNB Indonesia ATMs, as well as ATM Bersama/PRIMA networks and the international network from Visa.
- QNB Indonesia ATMs are integrated into the National Payment Gateway (NPG) network.

Remittances
QNB Indonesia offers cutting-edge remittance services designed to provide seamless fund transfers for both global and domestic transactions. Our solutions enable businesses and individuals to send and receive money quickly, securely, and efficiently, ensuring reliable support for their financial needs. For global remittances, we provide access to international fund transfers in various foreign currencies at competitive exchange rates, enabling customers to manage cross-border transactions with ease. Domestically, we offer rupiah fund transfer services via RTGS, LLG, and BI-FAST platforms, ensuring fast and secure processing for local transactions.

With advanced features such as real-time tracking, competitive fees, and robust security measures, QNB Indonesia's remittance services cater to the diverse needs of corporate and individual clients. By simplifying both domestic and international transactions, we empower our customers to stay connected and thrive in a globally interconnected economy.

RTGS/LLG/Clearing/BI-FAST
Rupiah fund transfer service among banks.

Advantages:
- It can be done quickly and securely with competitive prices.

QNB First
Banking services for priority customers.

Advantages:
- Privileges to enjoy a comfortable QNB First Lounge service that offers top-end facilities.
- Additional travel privileges, such as airport transfer, and access to domestic airport lounges, as well as festive hampers and birthday treats.
- Free transaction fee through mobile banking and internet banking.
- Free medical check-up to selected QNB First Customers with Prodia.

SDB
Safety deposit box rental facilities for storing goods, valuables, or important documents.

Advantages:
- Secure, protected deposit box at competitive prices.

Virtual Account
Streamline the Corporate Business collections process with our virtual account services. These innovative solutions provide automated reconciliation, enabling precise tracking and management of incoming payments. By reducing administrative workloads, businesses can focus on growth and operational excellence.

FX Today
Purchase or sale of foreign exchange with rates determined at the time of the transaction, as well as payment and delivery that take place on the same day as the transaction date.

Advantages:
- Services with competitive rates.

FX Tomorrow
Purchase or sale of foreign exchange with rates set at the time of the transaction, with payment and delivery occurring on the next business day after the transaction date.

Advantages:
- Services with competitive rates.
- Customer foreign exchange rate hedging allows customers to hedge their foreign exchange risk exposure to fluctuations in exchange rates.

FX Spot
Purchase or sale of foreign exchange with rates determined at the time of transaction, and payment and delivery that take place two days after the transaction date.

Advantages:
- Services with competitive rates.
- Customer foreign exchange rate hedging allows customers to hedge their foreign exchange risk exposure to fluctuations in exchange rates.

FX Forward
Transaction based on an agreement to exchange a certain amount of foreign currency at a pre-agreed rate of exchange and on a certain future date.

Advantages:
- Services with competitive rates.
- Customer foreign exchange rate hedging allows customers to hedge their foreign exchange risk exposure to fluctuations in exchange rates.

FX Swap
Purchase or sale of foreign exchange of similar principal value with rates determined at the time of transaction, with payment and delivery on two different days, using the agreed swap price.

Advantages:
- Services with competitive rates.
- Customer foreign exchange rate hedging allows customers to hedge their foreign exchange risk exposure to fluctuations in exchange rates.

Interbank Repo
Interbank placements and borrowings are conducted under bilateral agreements (GMRA), with government securities or Bank Indonesia instruments as underlying, and with tenors ranging from 1 day to 1 year.

Advantages:
- An activity aimed at managing liquidity.
- Signing GMRA also means establishing relationships with other banks and opening new business opportunities, such as setting up Treasury or Trade Finance lines.

Other services

QNB Indonesia Mobile Banking
One mobile application for all transactions.

Advantages:
- Smartphone application with easy-to-use features.
- QNB Indonesia Mobile Banking allows customers' daily banking transactions to be simpler, swifter, and more secure, and can be done anytime and anywhere.
- Offer a variety of services to manage daily transactions online, such as foreign currency account opening for existing customers and time deposit opening, bill payments, e-Wallet top-ups, forex transactions, Life Rewards, QRIS, e-statement, and other financial/ non-financial transactions.

Corporate Internet Banking
QNB Indonesia's Corporate Internet Banking platform empowers businesses with innovative digital solutions tailored to their needs, enabling them to conduct banking transactions anytime, anywhere. Clients can customise daily transaction limits, manage the number of registered users, and implement flexible authorisation levels—ranging from simple setups to tiered matrices. The platform ensures the highest level of security with token-based authentication and SSL-protected web pages, guaranteeing safe transactions. The platform enhances efficiency, compliance, and operational flexibility, supporting businesses in achieving sustainable growth in a competitive market.

QNB Online Banking
Web-based internet banking service for individual customers.

Advantages:
- Daily transactions can be performed anywhere at all times from a computer, a laptop, a smartphone, and a tablet.
- A variety of banking services to manage daily transactions online, such as time deposit opening, bill payments, e-statements, and other financial/ non-financial transactions.
- Manageable financial control with an easy-to-use menu.

QNB Indonesia Life Rewards
A reward point programme from QNB Indonesia, which enables customers to earn reward points from various banking transactions specified by the Bank. The points can be redeemed for multiple rewards on the QNB Indonesia Mobile Banking application on the customer's own device.

Advantages:
- All You Can Earn point reward system integrated across seven retail products.
- Attractive merchant partners across different reward categories.
- Digitally processed reward redemption.

Tax Payment Services
Managing tax obligations efficiently is critical for corporate clients, and our Corporate Tax Payment Services are designed to simplify this process. Accessible 24/7 through our advanced Corporate Internet Banking platform, this service ensures that corporate clients can meet regulatory requirements seamlessly. With features such as real-time transaction updates, automated payment schedules, and easy-to-navigate interfaces, corporate clients can experience a smooth, hassle-free tax payment process. By reducing manual administrative tasks and ensuring compliance, this solution allows businesses to focus on their core operations and strategic goals.

Bulk Payment
QNB Indonesia's Bulk Payment service offers a seamless solution for businesses to handle multiple transactions efficiently and securely. This innovative service enables corporate clients to process bulk payments, such as payroll, supplier payments, and other mass disbursements, through a single platform. By streamlining payment processes, businesses can improve cash flow management and focus on strategic growth, making Bulk Payment an essential tool for operational excellence.

Cash Pick Up & Delivery
Managing high-volume cash transactions has never been easier with our Corporate Cash Pick Up and Delivery Services. Designed to meet the needs of businesses handling large amounts of cash, this service ensures the secure and efficient collection or delivery of cash at your preferred location.

Our professional team utilises advanced security protocols to safeguard corporate transactions, providing peace of mind and minimising operational risks. With flexible scheduling and tailored solutions, this service streamlines cash management, allowing businesses to focus on core activities and growth initiatives.

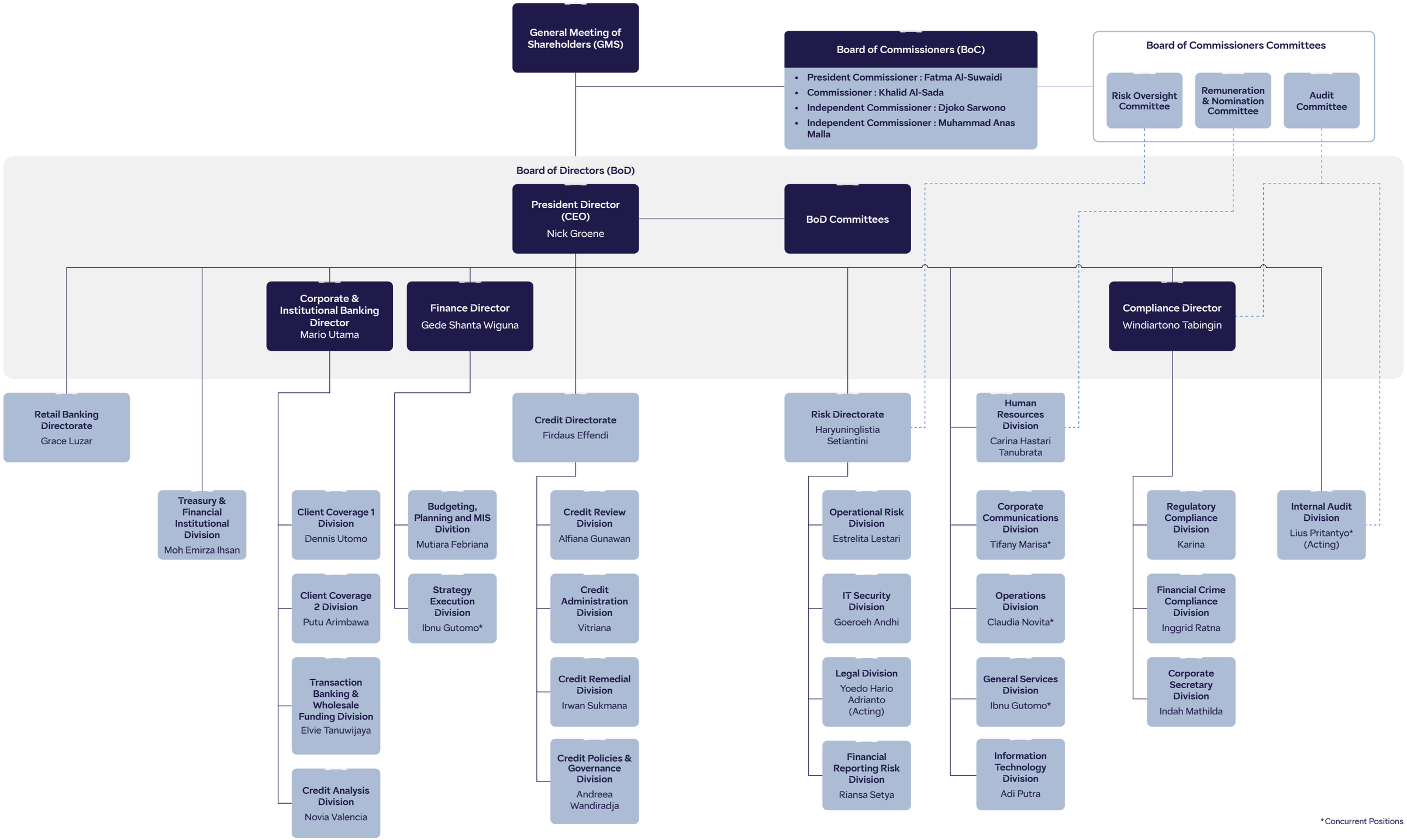
Branch offices

Branch	
Jakarta - Gajah Mada	Mediterania Gajah Mada Tower Alpha No. TUD 16 Lt. UG Jl. Gajah Mada No. 174 Jakarta 11130
Bandung - Dago*	Jl. Ir. H. Juanda No. 11 (Dago) Bandung 40116
Semarang - Gajah Mada*	Jl. Gajah Mada No. 101B Semarang 50134
Jakarta - SCBD	Revenue Tower District 8 Lantai Dasar/Ground Floor Jl. Jenderal Sudirman Kav. 52-53 Jakarta 12190
Medan - Pemuda	Jl. Pemuda No. 5 Medan 20151
Surabaya - Darmo*	Jl. Raya Darmo No. 108 Surabaya 60264
Sub-Branch	
Jakarta - Pluit*	Ruko Sentra Bisnis Pluit Jl. Pluit Sakti Raya No. 28 Blok A12 Jakarta 14450

*End of operations as of 2 January 2026



Organisation structure



*Concurrent Positions



Description:
From left to right:
1. Windiartono Tabingin (Director); 2. Mario Utama (Director); 3. Nick Groene (CEO); 4. Gede Shanta Wiguna (Director).

Board of Directors Profile



Nick Groene
President Director

A French citizen residing in Jakarta, Indonesia, Mr. Nick Groene brings over 26 years of distinguished experience in the global banking sector, marked by a steadfast commitment to strategic leadership and financial stewardship. At 49 years old, he combines deep expertise in treasury, risk management, and cross-border finance with a humility that reflects his collaborative approach to leadership.

Academic foundation

Mr. Nick Groene's academic journey reflects his lifelong commitment to continuous learning. He earned an MBA from the University of Chicago Booth School of Business, a Master's degree from SKEMA Business School, and an M.Sc. in Economics and Finance from Paris University. As an alumnus of Harvard Business School, he continues to broaden his perspective, combining analytical rigor with balanced and visionary leadership.

Leadership journey

Appointed as President Director in December 2024, Mr. Nick Groene has been an integral part of the Bank's leadership since joining as General Manager of Treasury in 2020. His appointment as Director in 2021 and subsequent reappointment for the next term reaffirm the mandate entrusted to him to steer the Bank through an evolving financial landscape. In his current role, he remains focused on sustainable growth, prudent risk management, and innovation, with his tenure extending through 2027.

Global expertise

Prior to his tenure in Indonesia, Mr. Nick Groene honed his expertise across several countries. As Head of International Treasury at QNB Group in Qatar, he oversaw treasury operations in 33 countries across Asia Pacific, Europe, and Africa, fostering collaboration and resilience in complex environments. His career also includes strategic roles at leading financial institutions in Japan, Luxembourg, the United Kingdom, Iceland, and the United Arab Emirates, shaping his global perspective and inclusive leadership style.

Mr. Nick Groene has no affiliate relationship with other members of the BoD, members of the BoC, and the controlling shareholders of the Bank.



Windiartono Tabingin

Director

An Indonesian citizen residing in Jakarta, Indonesia. As a banking professional, Mr. Windiartono Tabingin (64 years old) brings over 39 years of extensive experience in Indonesia's banking sector, underpinned by a profound understanding of financial management, human resources, and organisational governance. With a strong academic background and active involvement in various industry associations, he has ceaselessly contributed to the development of a sustainable banking sector.

Academic foundation

Mr. Windiartono Tabingin's commitment to lifelong learning is reflected in his academic journey. He obtained a bachelor's degree from Jenderal Soedirman University, Purwokerto (1984), before pursuing postgraduate studies in Finance and Human Resource Management & Organisational Behaviour at Rensselaer Polytechnic Institute (IDRI), Troy, New York, USA (1994). This education has equipped him with strategic insights in organisational and risk management within the banking industry.

Leadership journey

Initially appointed as a Director of the Bank based on the EGMS resolution on 29 November 2012, Mr. Windiartono Tabingin's appointment was officially confirmed by Bank Indonesia on 25 February 2013. His leadership and expertise have earned continued trust, leading to his reappointment as Director at the AGMS on 30 May 2024, with a tenure extending until the 2027.

Industry expertise

With over three illustrious decades of experience in the banking sector, Mr. Windiartono Tabingin embarked upon his career at Bank Rakyat Indonesia (Persero) in 1986, serving until 2012. While serving at Bank Rakyat Indonesia, he also served as Commissioner of PT Asuransi Jiwa Bringin Jiwa Sejahtera (2011-2012), further expanding his expertise in insurance and risk management. His contributions to the banking industry extend beyond his executive roles, as he actively participates in various professional associations. He serves as Secretary General of BARa in 2008-2009 and continued in 2014 until now and was previously a Member of the Board of Social Affairs and Sports at the Indonesian Bankers Association (IBI) (2015-2019). Additionally, he has ever held the various positions at the Compliance Directors' Communication Forum (FKDKP) since 2014 until now, these are Deputy Treasury, Deputy Secretary General and now Member of Professions Development and was a member of the Legal and ESG division at Perbanas Currently a Member of Institution Relation and Communication at Perbanas.

Mr. Windiartono Tabingin has no affiliate relationship with other members of the BoD, members of the BoC, and the controlling shareholders of the Bank.



Gede Shanta Wiguna

Director

An Indonesian citizen residing in Jakarta, Indonesia. As a banking professional with extensive experience spanning 30 years in Indonesia's banking sector, Mr. Gede Shanta Wiguna (54 years old) commands a deep expertise in risk management, compliance, and financial operations. With a strong academic foundation and a distinguished career in leading financial institutions, he continues to contribute to the advancement of the national banking industry.

Academic foundation

Mr. Gede Shanta Wiguna obtained a Bachelor's degree in Economics from Trisakti University, Jakarta (1995), before pursuing postgraduate studies and earning a Master of Economy from Trisakti University in 2013. His education has equipped him with a profound understanding of economics and finance, forming a solid foundation for his leadership in the banking sector.

Leadership journey

Appointed as a Director of the Bank based on the AGMS resolution on 30 May 2024, Mr. Gede Shanta Wiguna officially assumed office on 8 August 2024, following the approval of OJK on 6 August 2024.

Industry expertise

With nearly three decades of experience in the financial sector, Mr. Gede Shanta Wiguna has honed his expertise in risk management, compliance, and financial operations. Prior to joining PT Bank QNB Indonesia Tbk, he built a distinguished career at PT Hongkong and Shanghai Banking Corporation (HSBC) Indonesia from 2004, where he held the position of Head of Insight & Advisory. Previously, he worked at ABN AMRO, NV Indonesia (1995-2004), with his last position as Compliance and Quality Assurance - Clearing & Custody Advisory Operations.

Mr. Gede Shanta Wiguna has no affiliate relationship with other members of the BoD, members of the BoC, and the controlling shareholders of the Bank.



Mario Utama
Director

An Indonesian citizen residing in Jakarta, Indonesia. With over 26 years of professional experience in banking, Mr. Mario Utama (51 years old) has been entrusted with corporate banking business at several prestigious financial institutions in Southeast Asia.

Academic foundation

Mr. Mario Utama holds an MBA in Corporate Finance from the University of San Francisco (1998) and a Bachelor of Science degree in Electrical Engineering from San Francisco State University (1996).

Leadership journey

Appointed as a Director of the Bank based on the EGMS resolution on 4 December 2024, and officially assumed office on 24 January 2025, following the issuance of the Fit and Proper Test result by the OJK on 23 January 2025.

Industry expertise

Prior to joining the Bank, Mr. Mario Utama worked at Malayan Banking Berhad - Singapore/Malaysia (2020-2024) as Managing Director Group Transaction Banking, at PT Bank BNP Paribas Indonesia (2014-2020) as Director of Corporate Banking; Head of Global Transaction Banking, at Standard Chartered (2012-2014) as Director-Head of TB Sales Strategic Client Coverage Group, at PT Bank ICBC Indonesia (2011) as Executive Vice President-Corporate Banking, at PT Bank ANZ Indonesia (2010) as Head of Trade; Supply Chain, at HSBC (2002-2010), various roles with his final position as Senior Vice President, Product, Structured Trade in Indonesia, at Barclays Global Investors - USA (1998 - 2001) as Financial Data Analyst.

Mr. Mario Utama has no affiliate relationship with other members of the BoD, members of the BoC, and the controlling shareholders of the Bank.

Changes in the Board of Directors' composition and the reasons for changes

Throughout 2025, the Board of Directors' composition of PT Bank QNB Indonesia Tbk did not undergo any changes. Accordingly, the composition and structure of the Board of Directors as of 31 December 2025 are as follows:

Composition and Basis for the Appointment of the Board of Directors as of 31 December 2025

Name	Position	Basis of Appointment	Term of Office	Term Period
Nick Groene	President Director	EGMS on 4 December 2024 (Initial appointment as Director: EGMS on 17 December 2020)	As President Director: 12 December 2024-2027 As Director: 2020-2021 2021-11 December 2024	2018-2021 2021-2024 2024-2027
Windiartono Tabingin	Director	AGMS on 30 May 2024 (Initial appointment: EGMS on 29 November 2012)	2012-2015 2015-2018 2018-2021 2021-2024 2024-2027	2012-2015 2015-2018 2018-2021 2021-2024 2024-2027
Gede Shanta Wiguna	Director	AGMS on 30 May 2024	8 August 2024-2027	2024-2027
Mario Utama	Director	EGMS on 4 December 2024	24 January 2025-2027	2024-2027



Board of Commissioners Profile



Ms. Fatma Al-Suwaidi

President Commissioner

A Qatari citizen, 49 years old. Domiciled in Doha, Qatar. Ms. Fatma Al-Suwaidi joined QNB Group in November 1999 and, with more than 24 years of experience in banking, currently serves as Group Chief Risk Officer, having previously held the positions of Head of Credit Administration (2012–2013) and Assistant General Manager - Group Credit (2013–2018). Currently, Ms. Fatma Al- Suwaidi also concurrently serves as a Board member of QNB Turkey.

Ms. Fatma Al-Suwaidi holds a BSc in Accounting (1999), a Master's degree in Business Administration from Qatar University (2004), an MSc in Risk Management from the University of New York (2015), a Juris Doctor from Hamad Bin Khalifa University, Qatar (2019), and a Doctor of Business Administration from Grenoble University, France, with a dissertation topic on "Innovation in Banking and Financial Markets" focusing on cryptocurrency (2022).

Ms. Fatma Al-Suwaidi was first appointed as President Commissioner of the Bank based on the resolution of the EGMS on 17 December 2020 and was declared effective by the OJK on 4 June 2021. She was reappointed as President Commissioner of the Bank based on the resolution of the AGMS on 30 May 2024, to serve until the 2027 AGMS.

In 2025, Ms. Fatma Al-Suwaidi participated in the following competency development programme Risk Management Certification Refresher Programme Level 6, held by Indonesian Banker Association.

Ms. Fatma Al-Suwaidi has no affiliated relationships with other members of the Board of Commissioners or members of the Board of Directors; however, she is affiliated with the Bank's controlling shareholder, Qatar National Bank (Q.P.S.C.).



Khalid Al-Sada

Commissioner

A Qatari citizen, 48 years old. Domiciled in Doha, Qatar. Mr. Khalid Al-Sada has more than 28 years of experience in the banking industry and 21 years at QNB Group, and has held various key positions. Since 2021, Mr. Khalid Al-Sada has held the position of Senior Executive Vice President-Group Corporate and Institutional Banking, and previously served as General Manager-Group International Business Division during 2011–2021. Mr. Khalid Al-Sada specialist in corporate and international banking, with in-depth knowledge of banking environments and regulations across various jurisdictions. Mr. Khalid Al-Sada is also a board member of QNB Egypt in Egypt and Bank Al Mansour in Iraq.

Mr. Khalid Al-Sada obtained a Diploma in Banking Operations from the Institute of Administrative Development, Qatar (2004), and completed the High Performance Board Programme at IMD (2016), in addition to various other global competency development programmes, including those conducted by the IMF.

Mr. Khalid Al-Sada was appointed as Commissioner of the Bank based on the resolution of the AGMS on 26 June 2019, and was declared effective by the OJK on 11 October 2019. Mr. Khalid Al-Sada was reappointed as Commissioner of the Bank based on the resolution of the AGMS on 30 May 2024, to serve until the 2027 AGMS. In addition to serving as Commissioner of the Bank, he was also appointed as a member of the Bank's Remuneration and Nomination Committee.

In 2025, Mr. Khalid Al-Sada participated in the following competency development programme Risk Management Certification Refresher Programme Level 6, held by Indonesian Banker Association.

Mr. Khalid Al-Sada has no affiliated relationships with other members of the Board of Commissioners or members of the Board of Directors; however, he is affiliated with the Bank's controlling shareholder, Qatar National Bank (Q.P.S.C.).



Djoko Sarwono

Independent Commissioner

An Indonesian citizen, 75 years old. Domiciled in Jakarta, Indonesia. Mr. Djoko Sarwono has more than 47 years of experience in the banking industry, having begun his career at Bank Indonesia (1977), and has held various positions, including Executive Director of the Banking Regulation & Development Department at Bank Indonesia (1998-2001), Head of Bank Indonesia Regional Office - Bandung (2001-2003), President Director of Indover Bank, Amsterdam (2003-2006), and Assistant Governor of Bank Indonesia (2007-2009). After his tenure at Bank Indonesia, Mr. Djoko Sarwono joined the Indonesian Banking Development Institute (LPPI) as Advisor to the Board of Directors concurrently serving as Senior Faculty (2010-2015). From 2011 to 2015, Mr. Djoko Sarwono served as President Commissioner of Pefindo Rating Agency, later as President Commissioner of PT NISP Asset Management (2013-2014), Vice President Commissioner of PT Aberdeen Asset Management (2014-2015), and President Commissioner of Pefindo Biro Kredit (2014-2017).

Mr. Djoko Sarwono earned a Bachelor of Laws degree from Universitas Trisakti, Jakarta (1975), a Master in Public Administration (MPA) from the University of Southern California, Los Angeles, USA (1984), and a Doctor of Philosophy in Public Administration (DPA) from the University of Southern California, Los Angeles, California, USA (1990).

Based on the resolution of the EGMS on 9 October 2015, Mr. Djoko Sarwono was appointed as Independent Commissioner of the Bank, and was declared effective by the OJK on 11 November 2015. Mr. Djoko Sarwono was reappointed as Independent Commissioner of the Bank based on the resolution of the AGMS on 30 May 2024, to serve until the 2027 AGMS. In addition to serving as Independent Commissioner of the Bank, he is also assigned as Chairman of the Bank's Risk Oversight Committee.

In 2025, Mr. Djoko Sarwono participated in the following competency development programme Risk Management Certification Refresher Programme Level 6, held by Indonesian Banker Association.

Mr. Djoko Sarwono has no affiliated relationships with other members of the Board of Commissioners, members of the Board of Directors, or the Bank's controlling shareholder.



Muhammad Anas Malla

Independent Commissioner

An Indonesian citizen, 68 years old. Domiciled in Jakarta, Indonesia. Mr. Anas Malla has more than 42 years of experience in the banking industry. His banking career began at PT Bank Negara Indonesia (Persero) Tbk, where he served from 1982 to 2011 in various positions, with his last role being Head of the Internal Audit Division. From 2012 to 2013, Mr. Anas Malla served as Commissioner of PT Swadarma Sarana Informatika, and subsequently from 2013 to 2021, he served as President Commissioner of PT Swadarma Sarana Informatika.

Mr. Anas Malla earned a Bachelor of Laws degree from Universitas Trisakti, Jakarta (1989) and a Master of Laws from Tulane University, New Orleans, USA (1998).

Based on the resolution of the EGMS on 16 September 2011, Mr. Anas Malla was first appointed as Independent Commissioner of the Bank, which was declared effective by Bank Indonesia on 24 November 2011. Mr. Anas Malla was reappointed as Independent Commissioner of the Bank based on the resolution of the AGMS on 30 May 2024, to serve until the 2027 AGMS. As Independent Commissioner, Mr. Anas Malla is also assigned as Chairman of the Audit Committee and concurrently serves as Chairman of the Remuneration and Nomination Committee of the Bank.

In 2025, Mr. Anas Malla participated in the following competency development programme Risk Management Certification Refresher Programme Level 6, held by Indonesian Banker Association.

Mr. Anas Malla has no affiliated relationships with other members of the Board of Commissioners, members of the Board of Directors, or the Bank's controlling shareholder.

Changes in the Board of Commissioners' composition and the reasons for changes

Throughout 2025, the Board of Commissioners' composition of PT Bank QNB Indonesia Tbk did not undergo any changes. Accordingly, the composition and structure of the Board of Commissioners as of 31 December 2025 are as follows:

Composition and Basis for the Appointment of the Board of Commissioners as of 31 December 2025

Name	Position	Legal Basis of Appointment	Term of Office	Term Period
Fatma Al-Suwaidi	President Commissioner	AGMS on 30 May 2024 (First appointment at the EGMS on 17 December 2020)	June 2021-August 2021 2021-2024 2024-2027	2018-2021 2021-2024 2024-2027
Khalid Al-Sada	Commissioner	AGMS on 30 May 2024 (First appointment at the AGMS on 26 June 2019)	2019-2021 2021-2024 2024-2027	2019-2021 2021-2024 2024-2027
Djoko Sarwono	Independent Commissioner	AGMS on 30 May 2024 (First appointment at the EGMS on 9 October 2015)	2015-2018 2018-2021 2021-2024 2024-2027	2015-2018 2018-2021 2021-2024 2024-2027
Muhammad Anas Malla	Independent Commissioner	AGMS on 30 May 2024 (First appointment at the EGMS on 16 September 2011)	2011-2012 2012-2015 2015-2018 2018-2021 2021-2024 2024-2027	2011-2012 2012-2015 2015-2018 2018-2021 2021-2024 2024-2027



Executive management profiles

Adi Putra Perkasa
Head of Information Technology
Serving since 07/October/2025

Nationality	:	Indonesian Citizen
Age	:	39 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	22 May 2023
Latest Education	:	S2/Computer Information System/Boston University/2009
Work Experience	:	16 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 054/SK-DIR/X/2025 on Appointment of Mr. Adi Putra Perkasa as Head of Information Technology dated 07 October 2025

Claudia Novita Tanod
Head of Operations
Serving since 07/October/2025

Nationality	:	Indonesian Citizen
Age	:	37 years old as of 31 December 2025.
Domicile	:	Bogor-Jawa Barat
Joined QNB	:	18 November 2024
Latest Education	:	S1/Ilmu Komunikasi /The London School of Public Relations - Jakarta/2011
Work Experience	:	13 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 056/SK-DIR/X/2025 on Appointment of Mrs. Claudia Novita Tanod as Head of Operations dated 07 October 2025

Carina Hastari Tanubrata
Head of Human Resources
Serving since 20/March/2023

Nationality	:	Indonesian Citizen
Age	:	47 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	20 March 2023
Latest Education	:	S2/Master of Human Resource Management/Monash University/2002
Work Experience	:	24 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 007/SK-HRSD-ES/III/2023 on Appointment of Mrs. Carina Hastari Tanubrata as Head of Human Resources dated 20 March 2023

Haryuninglistia Setiantini
Chief Risk Officer
Serving since 31/January/2024

Nationality	:	Indonesian Citizen
Age	:	40 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	27 July 2020
Latest Education	:	S1/Matematika/Institut Teknologi Bandung/2007
Work Experience	:	18 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 006/SK-DIR/I/2024 on Appointment of Mrs. Haryuninglistia Setiantini as Chief Risk Officer dated 31 January 2024

Ibnu Gutomo
Head of Strategy Execution
Serving since 13/April/2023

Nationality	:	Indonesian Citizen
Age	:	42 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	4 September 2014
Latest Education	:	S1/Informasi Teknologi/ Universitas Bina Nusantara/2006
Work Experience	:	21 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 018/SK-DIR/V/2023 on Appointment of Mr. Ibnu Gutomo as Head of Strategy Execution dated 13 April 2023

Lius Pritantyo
Act. Chief Auditor
Serving since 04/August/2025

Nationality	:	Indonesian Citizen
Age	:	46 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	7 July 2020
Latest Education	:	S1/Teknik Informatika/Universitas Bina Nusantara/2001
Work Experience	:	25 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 040/SK-DIR/VIII/2025 on Appointment of Mr. Lius Pritantyo as Acting Chief Auditor dated 04 August 2025

Alfiana Gunawan
Head of Credit Reviewer
Serving since 03/June/2025

Nationality	:	Indonesian Citizen
Age	:	51 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	28 September 2018
Latest Education	:	S1/Manajemen/Universitas Atma Jaya/1996
Work Experience	:	31 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 031/SK-DIR/VI/2025 on Appointment of Mrs. Alfiana Gunawan as Head of Credit Reviewer dated 03 June 2025

Elvie Tanuwijaya
Head of Transaction Banking & Wholesale Funding
Serving since 05/January/2024

Nationality	:	Indonesian Citizen
Age	:	52 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	2 January 2024
Latest Education	:	S1/Bachelor of Commerce/ Murdoch University/1996
Work Experience	:	28 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 001/SK-DIR/I/2024 on Appointment of Mrs. Elvie Tanuwijaya as Head of Transaction Banking & Wholesale Funding dated 05 January 2024

Andreea Wandiredja
Head of Credit Policies & Governance
Serving since 27/November/2025

Nationality	:	Indonesian Citizen
Age	:	43 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	6 August 2015
Latest Education	:	S1/Akuntansi/Universitas STIE Perbanas/2004
Work Experience	:	21 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 071/SK-DIR/XI/2025 on Appointment of Mr. Andreea Wandiredja as Head of Credit Policies & Governance dated 27 November 2025

Astrid Roselina L Toruan
Wealth Management Head
Serving since 19/August/2024

Nationality	:	Indonesian Citizen
Age	:	40 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	19 August 2024
Latest Education	:	S2/Magister Manajemen/ Universitas Gadjah Mada/2014
Work Experience	:	19 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 075/Srt-Kuasa-Dir(HRSD)/V/2025 dated 05 May 2025

Dennis Tanu Utomo
Head of Client Coverage 1
Serving since 27/November/2025

Nationality	:	Indonesian Citizen
Age	:	44 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	3 July 2023
Latest Education	:	S1/International Business, E-Business/Monash University/2003
Work Experience	:	21 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 070/SK-DIR/XI/2025 on Appointment of Mr. Dennis Tanu Utomo as Head of Client Coverage 1 dated 27 November 2025

Estrelita Lestari
Head of Operational Risk
Serving since 08/January/2020

Nationality	:	Indonesian Citizen
Age	:	50 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	2 January 2020
Latest Education	:	S2/Master of Science/Hofstra University/2001
Work Experience	:	27 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 044/SK-HRSD-ES/I/2020 on Appointment of Mrs. Estrelita Lestari as Head of Operational Risk dated 08 January 2020

Firdaus Effendi
Chief Credit Officer
Serving since 05/August/2024

Nationality	:	Indonesian Citizen
Age	:	45 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	5 August 2024
Latest Education	:	S2/Magister Manajemen/ Universitas Gadjah Mada/2012
Work Experience	:	22 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 048/SK-DIR/VII/2024 on Appointment of Mr. Firdaus Effendi as Chief Credit Officer dated 30 July 2024

Grace Luzar
Head of Retail Banking
Serving since 04/March/2024

Nationality	:	Indonesian Citizen
Age	:	52 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	4 March 2024
Latest Education	:	S2/International Business/ University of Melbourne/2021
Work Experience	:	30 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 021/SK-DIR/III/2024 on Appointment of Mrs. Grace Luzar as Head of Retail Banking dated 04 March 2024

Inggrid Ratna Hindiyani
Head of Financial Crime Compliance
Serving since 09/January/2023

Nationality	:	Indonesian Citizen
Age	:	51 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	9 January 2023
Latest Education	:	S1/Akuntansi/Universitas Padjadjaran/2000
Work Experience	:	30 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 012/SK-HRSD-ES/I/2023 on Appointment of Mrs. Inggrid Ratna Hindiyani as Head of Financial Crime Compliance dated 09 January 2023

Joanna Deborah Rembeth
Liabilities, QNB First & Digital Solution Head
Serving since 27/November/2025

Nationality	:	Indonesian Citizen
Age	:	57 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	12 August 2024
Latest Education	:	S2/Magister Pendidikan/ Universitas Pelita Harapan/2005
Work Experience	:	34 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 068/SK-DIR/XI/2025 Appointment of Mrs. Joanna Deborah Rembeth as Liabilities, QNB First & Digital Solution Head dated 27 November 2025

Goeroeh Andhi Djaja L
Head of IT Security
Serving since 05/May/2025

Nationality	:	Indonesian Citizen
Age	:	54 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	3 February 2020
Latest Education	:	S2/Teknologi Informasi/ Universitas Indonesia/1999
Work Experience	:	30 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 025/SK-DIR/V/2025 on Appointment of Mr. Goeroeh Andhi Djaja L as Head of IT Security dated 05 May 2025

Indah Mathilda
Head of Corporate Secretary
Serving since 11/May/2018

Nationality	:	Indonesian Citizen
Age	:	49 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	28 February 2018
Latest Education	:	D3/Sekretari/Akademi Sekretari Lembaga Pendidikan Kejuruan Tarakanita/1997
Work Experience	:	29 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 005/SK-HMSD-HRBP/V/2018 on Appointment of Mrs. Indah Mathilda as Head of Corporate Secretary dated 11 May 2018

Irwan Sukmana
Head of Credit Remedial
Serving since 04/September/2024

Nationality	:	Indonesian Citizen
Age	:	51 years old as of 31 December 2025.
Domicile	:	Tangerang Selatan
Joined QNB	:	4 September 2024
Latest Education	:	S2/Business Administration/The University of Dallas/2001
Work Experience	:	19 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 056/SK-DIR/IX/2024 on Appointment of Mr. Irwan Sukmana as Head of Credit Remedial dated 03 September 2024

Karina
Head of Regulatory Compliance
Serving since 07/October/2025

Nationality	:	Indonesian Citizen
Age	:	37 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	16 September 2020
Latest Education	:	S1/Accounting & Finance/Curtin University/2009
Work Experience	:	15 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 057/SK-DIR/X/2025 on Appointment of Mrs. Karina as Head of Regulatory Compliance dated 07 October 2025

Katucha Aisyah Oktaviani
Financial Reporting Head
Serving since 01/December/2025

Nationality	:	Indonesian Citizen
Age	:	28 years old as of 31 December 2025.
Domicile	:	Depok- Jawa Barat
Joined QNB	:	23 May 2022
Latest Education	:	S1/Akutansi/Universitas Brawijaya/2019
Work Experience	:	7 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 116/Srt-Kuasa-Dir(HRSD)/XII/2025 dated 01 December 2025

Novia Valencia Wibowo
Head of Credit Analyst
Serving since 02/January/2023

Nationality	:	Indonesian Citizen
Age	:	46 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	2 January 2023
Latest Education	:	S1/Teknik Industri/Universitas Pelita Harapan/2002
Work Experience	:	22 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 001/SK-HRSD-ES/I/2023 on Appointment of Mrs. Novia Valencia Wibowo as Head of Credit Analyst dated 02 January 2023

Putu Arimbawa, ST. MSC
Head of Client Coverage 2
Serving since 24/December/2025

Nationality	:	Indonesian Citizen
Age	:	41 years old as of 31 December 2025.
Domicile	:	Bekasi-Jawa Barat
Joined QNB	:	24 December 2025
Latest Education	:	S2/Administrasi Bisnis/Institut Teknologi Bandung/2021
Work Experience	:	17 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 075/SK-DIR/XII/2025 on Appointment of Mr. Putu Arimbawa as Head of Client Coverage 2 dated 24 December 2025

Tifany Marisa Putrinda
Head of Corporate Communication
Serving since 07/October/2025

Nationality	:	Indonesian Citizen
Age	:	39 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	5 August 2019
Latest Education	:	S1/Marketing & Management/Curtin University/2008
Work Experience	:	17 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 052/SK-DIR/X/2025 on Appointment of Mrs. Tifany Marisa Putrinda as Head of Corporate Communication dated 07 October 2025

Mohammad Emirza Ihsan
Head of Treasury & Financial Institution
Serving since 05/May/2025

Nationality	:	Indonesian Citizen
Age	:	57 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	2 May 2025
Latest Education	:	S1/Arsitektur/Universitas Indonesia/1991
Work Experience	:	33 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 021/SK-DIR/V/2025 on Appointment of Mr. Moh Emirza Ihsan as Head of Treasury & Financial Institution dated 05 May 2025

Mutiara Febriana DS
Head of Budgeting, Planning & MIS
Serving since 05/January/2024

Nationality	:	Indonesian Citizen
Age	:	48 years old as of 31 December 2025.
Domicile	:	DKI Jakarta
Joined QNB	:	2 January 2024
Latest Education	:	S1/Akuntansi/Universitas Indonesia/1999
Work Experience	:	18 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 002/SK-DIR/I/2024 on Appointment of Mrs. Mutiara Febriana DS as Head of Budgeting, Planning & MIS dated 05 January 2024

Riansa Setya Putra
Head of Financial Reporting Risk
Serving since 03/February/2025

Nationality	:	Indonesian Citizen
Age	:	35 years old as of 31 December 2025.
Domicile	:	Serang - Banten
Joined QNB	:	27 May 2024
Latest Education	:	S1/Ilmu Administrasi Fiskal/Universitas Indonesia/2012
Work Experience	:	14 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 012/SK-DIR/II/2025 on Appointment of Mr. Riansa Setya Putra as Head of Financial Reporting Risk dated 3 February 2025

Vitriana Puspadewi Anggoro
Head of Credit Administration
Serving since 21/May/2024

Nationality	:	Indonesian Citizen
Age	:	42 years old as of 31 December 2025.
Domicile	:	Tangerang
Joined QNB	:	21 August 2017
Latest Education	:	S1/Ilmu Hukum/Universitas Islam Bandung/2004
Work Experience	:	22 years
Legal Basis of Appointment	:	Board of Directors Decision Letter No. 035/SK-DIR/V/2024 on Appointment of Mrs. Vitriana Puspadewi Anggoro as Head of Credit Administration dated 21 May 2024

Human resources

Human Resources Management at QNB Indonesia is carried out in compliance with prevailing labor regulations in Indonesia, particularly Law No. 13 of 2003 on manpower and its amendments through Law No. 6 of 2023, chapter IV on employment, as well as common labor practices implemented in the country. This encompasses all essential aspects, including workforce planning, recruitment and selection, career development, performance management, the establishment of a competitive remuneration structure, and the provision of social security and pension programmes for employees.

All these practices reflect the Company's commitment to upholding rights and obligations of employment, thereby fostering harmonious industrial relations in accordance with applicable laws and regulations. The Bank believes that implementing comprehensive human resources management will enhance employee engagement and loyalty, enabling them to work with full dedication toward achieving the business objectives set by the Bank.

In managing Human Resources, the Bank consistently strives to implement strategic programmes focused on employee development. These initiatives aim to create a highly skilled and competitive workforce capable of fostering a productive work environment and delivering optimal contributions to support the Bank's performance and growth. Throughout 2025, the Human Resources Division has carried out various programmes designed to strengthen competencies, enhance engagement, and ensure employee well-being as part of the Bank's commitment to sustainable human resources management. The following are the key programmes implemented during 2025 and to be implemented in 2026:

1. Implementation of medical check-ups for all employees.
2. Positioning the Organisationl Structure to support Bankwide Strategy 2025.
3. Employee satisfaction survey.
4. Negotiation of the Collective Labor Agreement
5. HR Asia Award.
6. New employee benefits (Birthday Leave, Pension Fund Programme, Employee Education Scholarship Programme, Employee Emergency Loan Programme).

Employee demographics

The Bank conducts a recruitment process to ensure that the workforce size remains appropriate to support the business growth. By December 2025, the Bank's total employees is at 274.

Number of employees by gender

(personnel)

Gender	2025	2024
Male	136	203
Female	138	200
Total	**274**	**403**

Number of employees by job level

(personnel)

Position	2025	2024
Senior Executive Vice President (SEVP) and Director	8	8
Executive Vice President (EVP)	4	5
Senior Vice President (SVP)	14	19
Vice President (VP)	30	43
Assistant Vice President (AVP)	35	45
Senior Manager (SMgr)	36	53
Manager (Mgr)	27	42
Assistant Manager (AMgr)	32	39
Senior Officer (SO)	38	55
Officer (O)	26	37
Senior Staff	18	33
Staff	6	24
Total	**274**	**403**

Number of employees based on educational level

(personnel)

Education	2025	2024
Master's Degree/Doctoral Degree	29	41
Bachelor's Degree	212	303
Diploma 3	24	38
Diploma 1	0	2
Senior High School	9	18
Junior High School	0	1
Total	**274**	**403**

Number of employees based on age group

(personnel)

Age	2025	2024
>= 55 years old	4	7
50-54 years old	27	50
45-49 years old	46	51
40-44 years old	54	91
35-39 years old	66	88
30-34 years old	46	63
25-29 years old	20	33
20-24 years old	11	20
Total	**274**	**403**

Number of employees based on employment status

(personnel)

Employment Status	2025	2024
Permanent Employees	260	375
Contract Employees	14	28
Total	**274**	**403**

Number of employees based on period of services

(personnel)

Period of Services	2025	2024
<1 / year	13	78
1-5 / years	128	129
6-10 / years	59	85
11-15 / years	45	64
16-20 / years	16	20
>= 21 / years	13	27
Total	**274**	**403**

Competency development programmes and the costs

The Bank provides a series of training and human resource development programmes as a form of commitment to creating added value for every individual within the Bank. This enhancement includes providing competency training and development through seminars, workshops, and certifications both domestically and abroad. All employees have equal rights to participate in the training and development programmes organised in accordance with the Bank's policies and regulations.

In 2025, the Bank's employees participated in an average of 42.5 training hours per year for knowledge and competency enhancement programmes across various fields, with total spending of IDR6,340,290,178.-. The following is the list of training or knowledge and competency enhancement programmes attended by the Bank's employees throughout 2025.

List of training and development activities at QNB Indonesia

No	Programme Name	Type	Start	End	Organiser
1	Dissemination of the New Product Approval Policy Template	Internal	1/10/2025	1/10/2025	Internal
2	Training on Transaction Banking & Wholesale Banking Vision & Product Alignment	Internal	1/7/2025	1/7/2025	Internal
3	"Generative AI, Data Science and Cybersecurity" Programme	External	1/1/2025	12/31/2025	External
4	QFX Online Certification 2025	E-Learning	1/1/2025	12/31/2025	E-Learning
5	Retail Banking Licensing	Certification/ Accreditation	1/1/2025	12/31/2025	Internal
6	Training on Design & Training Delivery - BNSP	Certification/ Accreditation	2/5/2025	2/7/2025	External
7	Dissemination of Wholesale Banking Credit Procedures 2025 [Batch 2]	Internal	1/6/2025	1/6/2025	Internal
8	E-Learning on Personal Data Protection (PDP) 2025	E-Learning	2/1/2025	12/31/2025	E-Learning
9	E-Learning on Internal Audit Module 2025	E-Learning	3/1/2025	12/31/2025	E-Learning
10	IT Project Management Procedure	Internal	1/15/2025	1/15/2025	Internal
11	Sharing Session - Equation Behavior	Internal	1/17/2025	1/17/2025	Internal
12	Training on Optimising Daily Work with AI	External	1/30/2025	1/30/2025	External
13	E-Learning on Anti-Fraud Management & Investigation 2025 New Module	E-Learning	3/1/2025	12/31/2025	E-Learning
14	E-Learning on APU, PPT, dan PPPSPM 2025 New Module	E-Learning	3/1/2025	12/31/2025	E-Learning

No	Programme Name	Type	Start	End	Organiser
15	E-Learning on QNB Sustainable Finance 2025	E-Learning	3/1/2025	12/31/2025	E-Learning
16	Dissemination of AyoBantu - January Batch	Internal	1/24/2025	1/24/2025	Internal
17	Treasury Certification Programme Level 6	External	1/18/2025	1/19/2025	External
18	Competency Test for Certification & Recertification of Risk Management Level 4 & Level 5	Certification/ Accreditation	1/17/2025	1/20/2025	External
19	E-Learning on Personal Data Protection (PDP) 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
20	E-Learning on Internal Audit Module 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
21	E-Learning on APU, PPT, dan PPPSPM 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
22	E-Learning on Anti-Fraud Management & Investigation 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
23	E-Learning on Sanction Awareness 2025	E-Learning	3/1/2025	12/31/2025	E-Learning
24	E-Learning on Sanction Awareness 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
25	E-Learning on Cyber Awareness 2025	E-Learning	3/1/2025	12/31/2025	E-Learning
26	E-Learning on Cyber Awareness 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
27	E-Learning on QNB Sustainable Finance 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
28	E-Learning on Risk Awareness 2025 for New Joiner	E-Learning	1/1/2025	12/31/2025	E-Learning
29	Banking Talent Future Readiness	External	2/26/2025	2/26/2025	External
30	Coordination Meeting on the Projection of Banking Rupiah Cash Requirements	External	2/8/2025	2/8/2025	External
31	Data Management & Analysis in Excel 2016	External	2/19/2025	2/20/2025	External
32	Induction Class 2025 for New Joiner Batch 1	Internal	2/20/2025	2/20/2025	Internal
33	Induction Class for Director	Internal	2/14/2025	2/14/2025	Internal
34	SMR Certification Test Level 7	Certification/ Accreditation	2/14/2025	2/14/2025	External
35	Dissemination of Information System of Fraudulers in the Financial Service Sector (SIPELAKU)	Internal	2/14/2025	2/14/2025	Internal
36	Workshop on Financial Statement Integrity POJK 15 of 2024	External	2/20/2025	2/21/2025	External
37	Training: Fundamentals of Trade Services, Trade Finance, Supply Chain Finance & Guarantees	Internal	2/22/2025	2/22/2025	Internal
38	Dissemination on Building Personal Branding through LinkedIn	Internal	2/25/2025	2/27/2025	Internal
39	Dissemination & Launching of the Indonesian Payment System Professional Certification Institute (LSP SPI)	External	2/4/2025	2/4/2025	External
40	Briefing & Risk Management Certification Test Level 5	Certification/ Accreditation	2/10/2025	3/7/2025	External
41	Briefing & Risk Management Certification Test Level 4	Certification/ Accreditation	2/10/2025	3/7/2025	External
42	Webinar: The Role of GRC in Enhancing Investor Confidence and Financial Sector Stability	External	2/25/2025	2/25/2025	External
43	Webinar: Economic and Financial Outlook in 2025	External	2/20/2025	2/20/2025	External
44	Corporate Financial Institute Online Course & Certification	Certification/ Accreditation	3/5/2025	3/5/2026	External
45	Excel BI Tools for Transforming and Data Modelling	External	3/4/2025	3/4/2025	External
46	Dissemination of AyoBantu - March Batch	Internal	3/17/2025	3/17/2025	Internal
47	Risk Management Certification Refreshment Level 6	Certification/ Accreditation	4/24/2025	4/25/2025	External
48	Training on ISO20022 Payment Message	Inhouse	3/22/2025	3/22/2025	External
49	Programme - Certified Information Security System Professional (CISSP)	External	6/9/2025	6/13/2025	External
50	Webinar: Data Driven Decision Making Using Generative AI Tools	External	3/22/2025	3/22/2025	External
51	Module for Preparation of Certified Internal Auditor (CIA)	External	3/19/2025	3/19/2025	External
52	PBK Programme & Competency Test for SK SP Fund Transfer Management Level 5	Certification/ Accreditation	3/20/2025	3/22/2025	External
53	Certified Information Systems Security Professional (CISSP)	Certification/ Accreditation	11/24/2025	11/28/2025	External
54	OJK Webinar Commemorating Kartini Day 2025 “Empowered, Intelligent, and Integrity-Driven Women Towards Golden Indonesia”	External	4/22/2025	4/22/2025	External

No	Programme Name	Type	Start	End	Organiser
55	Risk Management Certification Preparation Programme Level 5	External	2/12/2025	2/12/2025	External
56	Training on Data Management and Analysis in Excel 2016 Advanced (Batch 1)	External	4/15/2025	4/16/2025	External
57	Training on Managing and Presenting Business Data in Excel 2016 - Intermediate (Batch 1)	External	4/14/2025	4/14/2025	External
58	E-Learning on Anti-Fraud Management & Investigation 2025	E-Learning	1/1/2025	8/31/2025	E-Learning
59	Dissemination of Ayo Bantu System - Information Technology Division Batch 1	Internal	4/28/2025	4/28/2025	Internal
60	Training on Managing and Presenting Business Data in Excel 2016 - Intermediate (Batch 2)	External	4/25/2025	4/25/2025	External
61	Training on Data Management and Analysis in Excel 2016 Advanced (Batch 2)	External	4/28/2025	4/29/2025	External
62	FGD: Preparation of Draft RPOJK on the Utilisation of Foreign Workers and Knowledge Transfer Programmes in the Banking Sector	External	4/30/2025	4/30/2025	External
63	Tax Training “Corporate Income Tax + Coretax”	External	5/21/2025	5/22/2025	External
64	Induction Class for New Joiner Batch 2	Internal	5/8/2025	5/8/2025	Internal
65	Professional Business English Course	Inhouse	5/12/2025	7/31/2025	External
66	Dissemination of AyoBantu System - Information Technology Division Batch 2	Internal	5/5/2025	5/5/2025	Internal
67	Risk Management Certification Refreshment Level 7	Certification/ Accreditation	5/23/2025	5/23/2025	External
68	Training on Effective Strategies for Coretax Implementation in Article 21 Income Tax	External	5/19/2025	5/20/2025	External
69	Refreshment: Risk Control Self Assessment 2025	Internal	5/6/2025	5/6/2025	Internal
70	Briefing & Risk Management Certification Test Level 4 - May Batch	Certification/ Accreditation	5/19/2025	5/20/2025	External
71	Briefing & Risk Management Certification Test Level 5 - May Batch	Certification/ Accreditation	5/21/2025	5/22/2025	External
72	Briefing & Competency Test for SKSP Level 6	Certification/ Accreditation	5/19/2025	7/31/2025	External
73	Induction Class for Head of Treasury & Financial Institution	Internal	5/9/2025	5/9/2025	Internal

No	Programme Name	Type	Start	End	Organiser
74	OJK Institute Webinar “The Urgency of Green Financial Transparency in Financial Services Institutions”	External	5/26/2025	5/26/2025	External
75	On The Job Training to QNB Group Treasury	External	5/12/2025	5/15/2025	External
76	E-Learning on Business Continuity Coordinators Awareness 2025	E-Learning	5/19/2025	6/20/2025	E-Learning
77	Training on Introduction to Bond Products by Trimegah Sekuritas	External	5/22/2025	5/22/2025	External
78	Training of Trainers Cinta, Bangga, Paham Rupiah 2025	External	5/18/2025	5/20/2025	External
79	Capacity Building and Evaluation of Banking Deposit and Withdrawal Activities in West Java 2025	External	5/29/2025	5/31/2025	External
80	Book Review: “Diorama of Sustainable Finance in Indonesia” OJK Institute 2025	External	6/3/2025	6/3/2025	External
81	Artificial Intelligence (AI) Training 2025	Inhouse	6/4/2025	6/11/2025	External
82	Briefing & Risk Management Certification Test Level 4 - June Batch	Certification/ Accreditation	6/16/2025	6/30/2025	External
83	Briefing & Risk Management Certification Test Level 5 - June Batch	Certification/ Accreditation	6/12/2025	6/30/2025	External
84	Preparation Programme & WPPEP Test for Treasury Team	Certification/ Accreditation	5/1/2025	7/31/2025	External
85	Forum Group Discussion Artajasa: Information System Security and Cyber Resilience	External	5/15/2025	5/16/2025	External
86	Dissemination on the Company's Policy on Black Out Period and Insider Trading	Internal	6/3/2025	6/3/2025	Internal
87	Training on PSAK 71, 72, 73	External	7/28/2025	7/29/2025	External
88	Training on Concepts & Implementation Updates of Coretax on WHT, VAT, and Final Income Tax	External	8/11/2025	8/12/2025	External
89	Gayeng Perkasa 2025 Activity with Bank Indonesia East Java	External	6/20/2025	6/22/2025	External
90	Managing and Presenting Business Data in Excel 2016 - June Batch	External	6/18/2025	6/18/2025	External
91	Dissemination of PADG on Money Market Transactions and PADG on Supporting Institutions for Money Market and Foreign Exchange Market Transactions and Supporting Professions for Money Market and Foreign Exchange Market	External	6/11/2025	6/11/2025	External

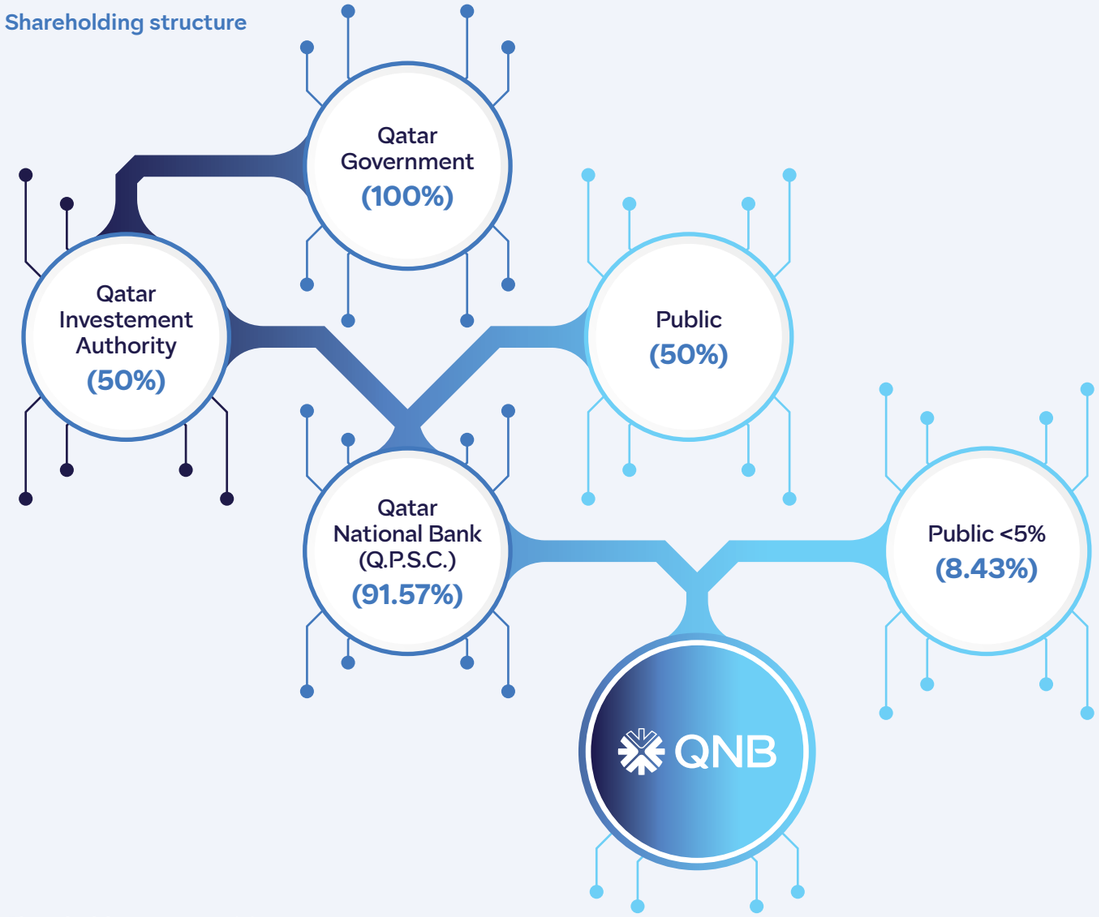
No	Programme Name	Type	Start	End	Organiser
92	Workshop on Identification of Suspicious Financial Transactions & Determination of Indications of Predicate Crimes	External	7/9/2025	7/10/2025	External
93	Treasury Certification Maintenance Programme Level 5	External	6/21/2025	6/21/2025	External
94	Training on QFT Application	External	6/25/2025	6/26/2025	External
95	Annual Meeting of the National Blacklist Management Office (KPDHN) 2025	External	6/20/2025	6/20/2025	External
96	Learning Session in Team Building Finance Directorate	Sharing Session	5/24/2025	5/25/2025	Internal
97	Bloomberg Indonesia Seminar	External	7/3/2025	7/24/2025	External
98	Webinar "Agentic AI in Finance: A New Era of Autonomous Decision Making"	External	7/3/2025	7/3/2025	External
99	Dissemination of Outsourcing Cooperation Agreement (PKS)	Internal	6/12/2025	6/12/2025	Internal
100	Dissemination of SIPEDULI (Consumer Education and Protection Reporting System) - Financial Literacy and Inclusion Report Module and Complaint Handling Service Report	Internal	6/19/2025	6/19/2025	Internal
101	Dissemination "Breaking the Scam Chain: Synergy and Consumer Protection Strategies in the Financial Sector"	External	6/26/2025	6/26/2025	External
102	SKSP Programme Level 5 in Payment Transaction Processing	External	6/23/2025	6/25/2025	External
103	Beyond the Buzz: Creating Meaningful Engagement that Lasts	External	6/26/2025	6/26/2025	External
104	Learning Session in Team Engagement Finance Directorate	External	5/24/2025	5/24/2025	External
105	Execution Strategy Financial Planning: Market Potential Analysis in Preparing Work Plans and Financial Projections	External	7/24/2025	7/25/2025	External
106	Collaboration of Humans and AI	External	7/16/2025	7/16/2025	External
107	Sharing Session Payment Process & Tax Update - CoreTax	Sharing Session	7/18/2025	7/18/2025	Internal
108	Training PPN for Banking	External	7/17/2025	7/17/2025	External
109	Training on VAT for Banking	External	7/17/2025	7/17/2025	External
110	Risk Management Certification Test (SMR) Level 5	Certification/ Accreditation	7/12/2025	7/12/2025	External
111	Retirement Preparation Training 2025	Inhouse	7/21/2025	7/23/2025	External
112	Talent Management Summit	External	7/2/2025	7/3/2025	External
113	Training on Asset Recovery Management Strategies through Litigation Settlement	External	8/7/2025	8/8/2025	External
114	Training on Risk Mitigation of the Implications of the Personal Data Protection Law on the Implementation of Cybersecurity in the Banking Industry	External	7/24/2025	7/25/2025	External
115	Sharing session: Basic Finance on Financial Statement (How to understand Financial Statement)	Sharing Session	7/23/2025	7/23/2025	Internal
116	Sharing Session Artificial Intelligence - Operations Division	Sharing Session	7/28/2025	7/28/2025	Internal
117	Training Data Visualisation and Data Blending with Tableau	External	7/21/2025	7/24/2025	External
118	Sharing Session Artificial Intelligence - HR Division	Internal	7/11/2025	7/11/2025	Internal
119	Dissemination of AyoBantu - July Batch	Internal	7/21/2025	7/21/2025	Internal
120	Training Trade Finance	External	7/22/2025	7/23/2025	External
121	AAJI Webinar: Invitation Letter for Marketing Workforce Inclusion Webinar Q2 2025	External	7/22/2025	7/22/2025	External
122	Risk Management Certification Refreshment Level 4	Certification/ Accreditation	7/28/2025	7/28/2025	External
123	Sharing Session Artificial Intelligence - Internal Audit Division	Sharing Session	7/31/2025	7/31/2025	Internal
124	Dissemination, Coaching Clinic, and Industrial Test of the Online Reporting System for the Payment System SK	External	7/29/2025	7/30/2025	External
125	Webinar HR Asia Future HR: AI, Aging & Asia	External	7/2/2025	7/2/2025	External
126	Dissemination of PADG Number 14 of 2025 on the Second Amendment to PADG Number 17 of 2023 on the Implementation of BI-Fast	External	7/14/2025	7/14/2025	External
127	Learning Forum: Health Talk August Batch 2025	Inhouse	8/22/2025	8/22/2025	External
128	Masterclass on Personal Data Protection: Mastering Theory, Regulations, and Implementation	External	8/5/2025	8/6/2025	External
129	Sharing Session: How to understand Financial Statement for Corporate Secretary & Corporate Communication	Sharing Session	8/6/2025	8/6/2025	Internal
130	Sharing Session Artificial Intelligence - Risk Directorate	Sharing Session	8/6/2025	8/6/2025	Internal

No	Programme Name	Type	Start	End	Organiser
131	Sharing Session Artificial Intelligence - Retail Banking Directorate	Internal	8/1/2025	8/1/2025	Internal
132	Sharing Session Phishing Knowledge for Retail Banking Directorate	Internal	8/1/2025	8/1/2025	Internal
133	Sharing Session Artificial Intelligence - Credit Directorate	Internal	7/31/2025	7/31/2025	Internal
134	Sharing Session Artificial Intelligence - Treasury Division	Internal	7/30/2025	7/30/2025	Internal
135	Dissemination of Third-Party Risk Management	Internal	8/8/2025	8/8/2025	Internal
136	Sharing session: Basic Finance on Financial Statement (How to understand Financial Statement) Batch 2	Internal	8/11/2025	8/11/2025	Internal
137	Training on Anti-Bribery Management System, Gratification Control, and Anti-Corruption Management in the Corporate Sector	External	8/14/2025	8/15/2025	External
138	Risk Management Certification Refreshment Level 5	Certification/ Accreditation	8/1/2025	8/1/2025	External
139	Training on Budget: Planning, Controlling & Analyzing	External	8/11/2025	8/12/2025	External
140	Guide to CAFP & CAFP Examination	External	8/19/2025	8/20/2025	External
141	Dissemination of Board Approval Process	Sharing Session	8/13/2025	8/13/2025	Internal
142	Training on Retail Bond Secondary (RBS)	Internal	8/1/2025	8/1/2025	Internal
143	Training on Navigating the Global Internal Audit Standards	External	8/19/2025	8/20/2025	External
144	Risk Management Certification Refreshment Level 5 - August Batch	Certification/ Accreditation	8/25/2025	8/25/2025	External
145	Dissemination of AyoBantu - August Batch	Internal	8/27/2025	8/27/2025	Internal
146	Briefing & Risk Management Certification Test Level 4 - Committee	Certification/ Accreditation	8/27/2025	8/27/2025	External
147	Training on Information Technology Infrastructure Library (IT-IL) 4 Foundation - August Batch	External	8/25/2025	8/26/2025	External
148	Induction Class 2025 for New Joiner Batch 3	Internal	9/2/2025	9/2/2025	Internal
149	Sharing Session Artificial Intelligence - IT Division	Sharing Session	8/27/2025	8/27/2025	Internal
150	Sharing Session on the Mechanism for Handling IASC Reports by Banking in Indonesia	External	8/15/2025	8/15/2025	External
151	Refreshment of NPAP (New Product Approval Policy) Template	Internal	9/12/2025	9/12/2025	Internal
152	Katadata Sustainability Action for the Future Economy (SAFE) 2025	External	9/10/2025	9/11/2025	External
153	Actuarial Training PSAK 219 by WTW	Inhouse	9/10/2025	9/10/2025	External
154	First Aid Training (K3 Training) 2025	Inhouse	9/29/2025	9/29/2025	External
155	Treasury Management Training for Operation Team	Inhouse	9/27/2025	9/27/2025	External
156	Learning Forum : Health Talk with Yayasan Jantung Indonesia	Inhouse	9/26/2025	9/26/2025	External
157	Strategic Execution Training (Think, Plan & Execute)	External	9/16/2025	9/17/2025	External
158	Training on Legal Drafting and Legal Documentation	External	10/23/2025	10/23/2025	External
159	Clearing Communication Forum Activity 2025	External	9/26/2025	9/28/2025	External
160	Artificial Intelligence (AI) Training 2025 - Phase 2: AI Compliance Module	Inhouse	9/30/2025	10/31/2025	External
161	Risk Management Certification Programme Level 5 - September Batch 2025	Certification/ Accreditation	9/18/2025	9/19/2025	External
162	Dissemination of Bank Indonesia Application for Cash Services Information System Gen 2	External	9/22/2025	9/22/2025	External
163	Compliance and APU-PPT Certification Programme Level 7	Certification/ Accreditation	9/13/2025	9/13/2025	External
164	Dissemination of Amortisation	Internal	10/3/2025	10/3/2025	Internal
165	Training on Negotiation Skill: Negotiate to Win	Inhouse	9/23/2025	9/23/2025	External
166	Training on Self Leadership: Take the Lead From Within	Inhouse	9/25/2025	9/25/2025	External
167	Focus Group Discussion - Structuring of the Payment System Industry	External	9/11/2025	9/11/2025	External
168	Dissemination of AyoBantu - September Batch	Internal	9/29/2025	9/29/2025	Internal
169	Gayeng Perkasa Activity Semester II & Sharing Session on BI Cash Services Information System Application	External	10/17/2025	10/17/2025	External
170	Training on Leadership Programme: Managing Strategy for Team Performance	Inhouse	10/9/2025	10/9/2025	External
171	Training on Self Leadership: Take the Lead From Within Batch 2	Inhouse	10/22/2025	10/22/2025	External
172	Treasury Dealer Certification Programme	Certification/ Accreditation	9/27/2025	10/14/2025	External
173	Jakarta Clearing Communication Forum 2025	External	11/1/2025	11/1/2025	External

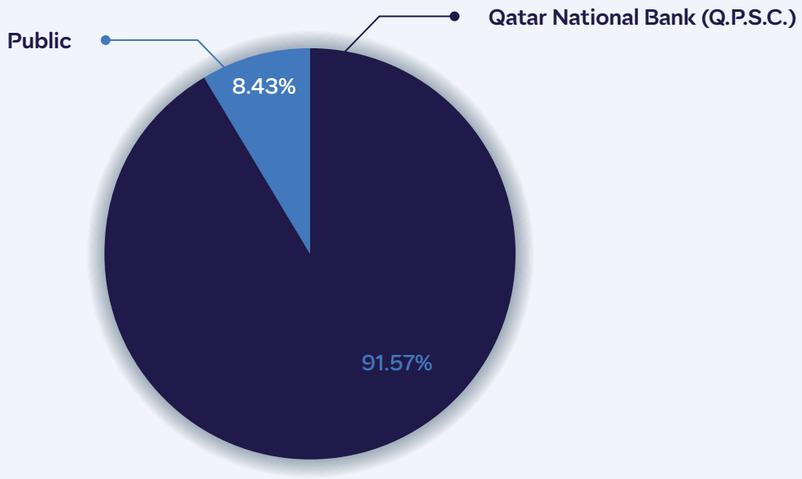
No	Programme Name	Type	Start	End	Organiser
174	Professional Business English Course Batch 2 - Intermediate Class	Inhouse	10/20/2025	12/24/2025	External
175	Professional Business English Course Batch 2 - Elementary Class	Inhouse	10/21/2025	12/24/2025	External
176	Dissemination on SIPELAKU (Information System of Fraudulers in the Financial Service Sector)	Internal	10/17/2025	10/17/2025	Internal
177	Webinar “Risk Appetite and Risk Culture: Key Pillars in Strengthening Risk Management in the Financial Sector”	External	10/9/2025	10/9/2025	External
178	Learning Forum : Health Talk "Take Charge and Reduce The Risk of Breast Cancer"	Inhouse	10/17/2025	10/17/2025	External
179	Dissemination of Bank Indonesia Board of Governors Regulation on Monetary Operations	External	10/30/2025	10/30/2025	External
180	Sharing Session on Service Standards of Contact Centre Bank QNB Indonesia	Internal	10/31/2025	10/31/2025	Internal
181	E-Learning on APU, PPT, and PPPSPM 2025	E-Learning	1/1/2025	3/31/2025	E-Learning
182	Risk Management Certification Programme Level 4 & 5 - November Batch 2025	Certification/ Accreditation	11/3/2025	11/28/2025	External
183	SK SP Programme in the Field of Administration of Customer-Owned Government Securities (SBN) for Operational Level (Level 4)	Certification/ Accreditation	10/25/2025	10/25/2025	External
184	Coaching Clinic: Implementation of Online Reporting Standardisation of Competency in the Payment System Sector (SK SP)	External	10/8/2025	10/8/2025	External
185	Training on The Essentials of Corporate Syndication	External	11/13/2025	11/14/2025	External
186	Training on Preparation and Presentation of Financial Statements in Accordance with the Latest SAK	External	11/12/2025	11/12/2025	External
187	Training on Financial Statement Analysis	External	11/12/2025	11/14/2025	External
188	Training on Corporate Income Tax for Banking	External	11/25/2025	11/26/2025	External
189	Workshop on Identification of Suspicious Financial Transactions and Determination of Indications of Predicate Crimes	External	11/12/2025	11/13/2025	External
190	Refreshment on Cross Border Transactions	Internal	11/12/2025	11/12/2025	Internal
191	Briefing & Risk Management Certification Test Level 5 - Committee	Inhouse	10/2/2025	11/20/2025	External
192	Risk Management Certification Refreshment Level 5 - November Batch	Certification/ Accreditation	11/13/2025	11/13/2025	External
193	Internal Audit Certification Programme for Banks Level 5	Certification/ Accreditation	11/20/2025	11/21/2025	External
194	Workshop on the Implementation of Latest Banking Accounting	External	11/26/2025	11/28/2025	External
195	Training on Impactful Presentation Skills with TalkInc - Batch 1	Inhouse	12/3/2025	12/3/2025	External
196	Indonesia Cross Border Business and Investment Summit	External	11/24/2025	11/24/2025	External
197	PERBANAS CFO Forum 2025 : “Unlocking The Next Growth Potential”	External	12/3/2025	12/3/2025	External
198	WTW Forum: Building Value-Driven Benefits Indonesia	External	11/26/2025	11/26/2025	External
199	Training on Impactful Presentation Skills with TalkInc - Batch 2	Inhouse	12/10/2025	12/10/2025	External
200	Training on Impactful Presentation Skills with TalkInc - Batch 3	Inhouse	12/11/2025	12/11/2025	External
201	Sharing Session on Service Standards of Contact Centre Bank QNB Indonesia - November Batch	Internal	11/27/2025	11/27/2025	Internal
202	Forum ESG: Green Economic Outlook 2026	External	12/11/2025	12/11/2025	External
203	Refreshment Risk Awareness 2025 Mandatory Training	Internal	12/5/2025	12/5/2025	Internal
204	Workshop Pelaporan Data Single Review Bank Umum 2025	Internal	11/28/2025	11/28/2025	Internal
205	Forkom Evaluasi Operasional Kliring Warkat Debit dan Pengelolaan Daftar Hitam Nasional Sumatra Utara	External	11/7/2025	11/8/2025	External
206	Moody's Credit Lens/Lending Suite Training	Inhouse	12/9/2025	12/31/2025	External
207	Refreshment Cyber Awareness 2025 for Outsourcing	Inhouse	12/5/2025	12/5/2025	Internal
208	Training Impactful Presentation Skill with TalkInc - Batch 4	Inhouse	1/10/2026	1/10/2026	External
209	Socialisation on Employee New Benefits 2026	Internal	12/3/2025	12/9/2025	Internal
210	E-Learning Third Party Risk Management	E-Learning	12/15/2025	12/31/2025	E-Learning
211	E-Learning Corporate Secretary	E-Learning	12/15/2025	12/31/2025	E-Learning
212	Pembekalan & Uji Sertifikasi Manajemen Risiko Jenjang 6 - Komite	Certification/ Accreditation	12/18/2025	12/18/2025	External

Shareholders

Shareholding structure



Shareholders composition
Per 31 December 2025



Share ownership by Board of Commissioners and Board of Directors

Name	Position	Ownership at Beginning of Year (%)		Ownership at End of Year (%)	
		Direct	Indirect	Direct	Indirect
Fatma Al-Suwaidi	President Commissioner	-	-	-	-
Khalid Al-Sada	Commissioner	-	-	-	-
Djoko Sarwono	Independent Commissioner	-	-	-	-
Muhammad Anas Malla	Independent Commissioner	-	-	-	-
Nick Groene	President Director	-	-	-	-
Windiartono Tabingin	Director	-	-	-	-
Gede Shanta Wiguna	Director	-	-	-	-
Mario Utama	Director	-	-	-	-

Number of shareholders by investor category

No.	Category	Shares Owned	Percentage
1.	Domestic individual investor	1,096,086,096	3.12
2.	Domestic institutional investors	764,345,032	2.17
3.	Foreign individual investors	367,394	0.00
4	Foreign institutional investors	33,297,249,843	94.71
Total		**35,158,048,365**	**100.00**

Majority and controlling shareholders

As stated in the diagram, Qatar National Bank (Q.P.S.C.) is the majority and controlling shareholder of the Bank, with its head office located in Doha, Qatar. The ultimate beneficial owner of the Bank's shareholding is the Government of Qatar.

Shares & other securities listing chronology

Share listing chronology

Corporate Action	Date	Number of Shares Issued	Nominal/ Par Value	Offering Price	Paid Up Capital
Prior to Initial Public Offering of Shares	-	-	IDR250	-	321,200,000 shares ~ IDR80,300,000,000
Initial Public Offering	31 October 2002	78,800,000	IDR250	Rp250	400,000,000 shares ~ IDR100,000,000,000
Warrant Series I	21 November 2002	101,219,000	IDR250	Rp250	501,219,000 saham ~ IDR125,304,750,000
Rights Issue I	15 June 2009	125,304,750	IDR250	Rp320	626,523,750 shares ~ IDR156,630,937,500
Rights Issue II	27 December 2010	2,935,263,768	IDR250	Rp250	3,561,787,518 shares ~ IDR890,446,879,500
Rights Issue III	27 May 2013	2,596,543,000	IDR250	Rp250	6,158,330,518 shares ~ IDR1,539,582,629,500
Rights Issue IV	2 June 2014	2,598,815,479	IDR250	Rp250	8,757,145,997 shares ~ IDR2,189,286,499,250
Rights Issue V	20 June 2017	8,235,719,252	IDR250	Rp250	16,992,865,249 shares ~ IDR4,248,216,312,250
Rights Issue VI	22 May 2018	3,443,820,735	IDR250	Rp250	20,436,685,984 shares ~ IDR5,109,171,496,000
Rights Issue VII	28 April 2023	14,721,362,381	IDR250	Rp250	35,158,048,365 shares ~IDR8,789,512,091,250

Other securities listing chronology

Name of Securities	Issuance Year	Coupon (%)	Maturity Date	Offering Value (IDR billion)	Securities Rating	Rating Agency
Shelf Registration Bond I Phase I Year 2019 QNB Indonesia	2019	9.50% per annum	5 July 2022	100	AAA(idn)	Fitch Ratings
Shelf Registration Bond I Phase II Year 2019 QNB Indonesia	2019	7.10% per annum	6 December 2020	452	AAA(idn)	Fitch Ratings
Shelf Registration Bond I Phase III Year 2020 QNB Indonesia	2020	6.25% per annum	10 November 2021	448	AAA(idn)	Fitch Ratings

Public accountant and public accounting firm

Name of Public Accounting Firm (PAF)	KAP Purwanto Susanti and Surja
Association Network	EY Indonesia
PAF Address	Indonesia Stock Exchange Building Tower 2, 7th floor Jl. Jend Sudirman Kav. 52-53 Jakarta 12190
Name of Public Accountant (PA)	Christophorus Alvin Kossim
PAF Assignment Period	Period of the 3
PA Assignment Period	Period of the 3
Audit Services	Audit Financial Statement FY2025
Audit Fee (IDR)	IDR1,617,000,000



Capital market supporting institutions and professions

Share registrar

Name of Institution/ Profession	PT Adimitra Jasa Korpora
Address	Jl. Kirana Avenue III Blok F3 No.5 Kelapa Gading North Jakarta
Assignment Period	January-December 2025
Type and Form of Services	Administration of effects
Fees	IDR45,630,000,-

Public accounting firm

Name of Institution/ Profession	Ernst and Young
Address	Gedung Indonesia Stock Exchange Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190
Assignment Period	January-December 2025
Type and Form of Services	Financial Statement Audits & Expatriate Tax Audits
Fees	IDR1,913,719,088,-

Securities depository and settlement institution

Name of Institution/ Profession	PT Kustodian Sentral Efek Indonesia (KSEI)
Address	Gedung Bursa Efek Indonesia Tower II, Lantai 3 Jl. Jendral Sudirman Kav.52-53 Jakarta 12190
Assignment Period	January-December 2025
Type and Form of Services	Securities custody services, Mutual fund consolidation & GMS
Fees	IDR76,965,330,-

Stock exchange

Name of Institution/ Profession	PT Bursa Efek Indonesia
Address	Gedung Bursa Efek Indonesia Menara I, Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190
Assignment Period	January-December 2025
Type and Form of Services	Share Listing & CTP Screen
Fees	IDR295,260,000,-

Notary

Name of Institution/ Profession	Notaris Fathiah Helmi SH
Address	Graha Irama, Lantai 6 Jl. H. R. Rasuna Said Blok X-1, Kav. 1&2, Kuningan, Jakarta Selatan 12950
Assignment Period	January-December 2025
Type and Form of Services	Notary services.
Fees	IDR33,578,000,-

Membership in associations

No.	Association	Membership Period	Membership Status		
			Member	Committee	Position in Committee
1.	Bank Internal Auditor Association (IAIB)	-	✓	✓	Membership Administrator
2.	Institute of Internal Auditors (IIA) Indonesia (only Chief Auditor & Sub Division Head)	-	✓	-	Member
3.	Alternative Institution for Dispute Resolution in the Financial Services Sector (LAPS SJK)	-	✓	-	Member
4.	Aswiftindo	2024-2025	✓	-	Member
5.	Indonesian Payment Systems Association (ASPI)	2024-2025	✓	-	Member
6.	Banker Association for Risk Management (BARa)	-	✓	✓	Secretary General & Member
7.	Banking Compliance Directors Communications Forum (FKDKP)	-	✓	✓	Member of the Professional Development Division
8.	National Banks Association (Perbanas)	-	✓	✓	Head of Institutional Relations
9.	Indonesia Corporate Secretary Association (ICSA)	-	✓	-	Member
10.	Information Systems Audit and Control Association (ISACA)	2024-2025	✓	-	Member
11.	Association of Mutual Fund Selling Agent Banks of Indonesia (ABAPERDI)	2024-2025	✓	-	Chairman & Member
12.	Financial Markets Association (ACI FMA)	2023-2024	✓	-	Member
13	Banking Operations Directors Communications Forum (FKDOP)	2024-2025	✓	-	Member
14	International Chamber of Commerce (ICC)	1 January-31 December 2025	✓	-	Member
15	Indonesian Society of Appraisers (MAPPI)	2024 - 2025	✓	-	Member

4 Management discussion and analysis

General review

Global economic review

As quoted from Bank Indonesia's Annual Meeting Book, released on 28 November 2025, the world continued to be volatile with high uncertainty. Global geopolitical tensions persisted, with the Russia-Ukraine war in Europe still unresolved, and geopolitical tensions in the Middle East escalating as Israel's attacks on Palestine increased. On the economic front, United States (US) President, Donald Trump, launched a trade war on April 2nd 2025 by imposing a universal 10% import tariff on all goods entering the US, coupled with very high reciprocal tariffs on 57 trading partners, including China, Canada, Mexico, and the European Union.

Trump's unilateral import tariffs, announced on a day that came to be known as "Liberation Day", were intended to protect industry and address the US trade deficit. China was subject to an effective import tariff of up to 54%, while Canada and Mexico received effective tariffs of up to 25%. Even small countries were subject to high tariffs, such as Cambodia (49%), Vietnam (46%), and Myanmar (44%) in Asia, as well as Lesotho (50%) and Madagascar (47%) in Africa. Following the US's unilateral import tariffs, a number of large countries, including Canada, China, and the European Union, announced retaliatory tariffs, escalating the trade war between the countries.

Meanwhile, other countries negotiated for lower tariffs, including commitments to import more goods from the US. This still resulted in high US tariffs, particularly against China, although not as high as Trump's initial threat. Furthermore, the trade war and geopolitical tensions increased uncertainty in global financial markets, negatively impacting business and investor confidence in various countries.

Table 1. World Economic Growth: Advanced Economies and Emerging Economies (%, yoy)

	2023	2024	2025*	2026*	2027*
World	**3.5**	**3.3**	**3.1**	**3.0**	**3.1**
Advanced Economies	**1.7**	**1.8**	**1.7**	**1.6**	**1.8**
United States of America	2.9	2.8	2.0	2.0	2.1
Europe	0.4	0.9	1.3	1.3	1.4
Japan	1.2	0.1	1.0	0.5	0.5
Emerging Economies	**4.7**	**4.3**	**4.1**	**3.9**	**4.0**
China	5.4	5.0	4.8	4.2	4.0
India	8.7	6.5	6.6	6.4	6.7
ASEAN-5	4.1	4.6	4.4	4.3	4.5
Latin America	2.4	2.4	1.9	2.2	2.6

Note: *Bank Indonesia's Projections
Source: WEO-IMF, Bank Indonesia

The US's unilateral tariff policy and geopolitical tensions slowed global economic growth, widening fragmentation between countries. Tariff policies exacerbated the impact of global supply chain disruptions stemming from geopolitical tensions that had persisted since 2024.

In the Eurozone, after two years of weak growth and geopolitical tensions, the urgency of fiscal policy has emerged. The new German government ended its tight budget regulations and approved a defense and infrastructure spending program. At the European Union level, it expanded the supranational budget and increased member state defense spending, unlocking the potential of over EUR800 billion over five years through the "ReArm Europe" initiative. Although the impact on economic activity in 2025 remained limited, Eurozone growth had increased but remained moderate at 1.3%. A more expansionary fiscal stance is expected to boost investor sentiment and boost medium-term growth.

On the monetary policy front, with the easing of structural inflationary pressures in the US and the successful normalisation of inflation in the Eurozone, the Federal Reserve (Fed) and the European Central Bank (ECB) resumed the policy easing cycle that had begun in the previous year. After a nine-month pause, the Fed cut interest rates by 75 basis points to 3.75%, while the ECB cut rates by 100 basis points to 2.0%.

In China, robust growth was driven by improving private sector sentiment, more supportive economic policies, optimism about AI capabilities, and a stabilising manufacturing sector. Despite the impact of the trade dispute with the US, the Chinese economy managed to grow by around 4.9%.

Overall, global economic growth slowed from 3.3% in 2024 to 3.1% in 2025. The divergence of growth patterns between countries continues, with advanced economies growing slower from 1.8% in 2024 to 1.7% in 2025. Meanwhile, Emerging Economies' growth fell to 4.1%

National economic review

Indonesia's economy continues to perform well and is resilient amidst high global volatility and uncertainty. First, the economic recovery from the COVID-19 pandemic continues and is gaining further momentum. Second, strong and prudent policy coordination, particularly between the government's fiscal policy and Bank Indonesia's monetary policy, has been able to stimulate domestic demand, balancing stability and growth. Third, Indonesia continues to strengthen its commitment to economic transformation and structural reforms, through improving investment climate, accelerating infrastructure development, and industrialising natural resources to increase domestic value added. Improvements in economic sectors continue to take place and strengthen the supply side in driving high economic growth. Fourth, Indonesia's favourable geopolitical position and diplomatic capital also contributes to spur international cooperation and attract foreign direct investments, strengthening its position in forums such as the G20 and the ASEAN.

Over the past six years, Indonesia's economy has recorded strong performance, ranking among the best in the Emerging Market Economies (EMEs). Indonesia's economic growth since 2019 has consistently remained above 5%, except during the COVID-19 pandemic. In fact, the economic contraction caused by the pandemic was among the mildest compared to other countries. Macroeconomic and financial stability were also hallmarks of Indonesia's performance. Inflation remained low, with an average of below 3% throughout the 2019-2024 period, and Rupiah exchange rate remained stable, thanks to Bank Indonesia's strong commitment to monetary stability. The fiscal deficit has been kept low, below 3% of GDP, except during the peak of COVID-19 period in 2020 and 2021, after which it quickly returned to the moderate norm. External performance has also been strong, with a low current account deficit and even a surplus in 2021 and 2022, supported by stronger export performance in line with the successful industrialisation of natural resources.

Likewise, financial system stability is maintained with a high banking Capital Adequacy Ratio (CAR) of above 20%. Solid credit growth supports financing for the productive sector and strengthens the momentum of economic growth. Indonesia's positive economic performance is also accompanied by the rapid acceleration of payment system digitalisation which serves as a key driver of inclusive economic growth.

The strong synergy of the national economic policy mix between the government and Bank Indonesia supports the strong and resilient performance of Indonesia's economy. The government's prudent fiscal policy, with a deficit below 3% of GDP, is being pursued to support economic growth through capital expenditures to promote investment and social protection programs to support public consumption. Meanwhile, Bank Indonesia's policy mix is optimally pursued for stability and growth, focusing on both inflation control and FX stability. Moreover, Bank Indonesia also deploys macroprudential policies to encourage bank loans/financing, and payment system policy to promote inclusive and efficient digitalisation of the national financial economy.

Various structural transformation and reform policies are also continuously promoted. Infrastructure development continues through the National Strategic Projects (PSN) in various sectors, including transportation, marine, housing, and telecommunications. Institutional and regulatory reforms are being pursued through the implementation of Law No. 6 of 2023 on Job Creation to improve investment climate, and Law No. 4 of 2023 on the Development and Strengthening of Financial Sector (UU P2SK) to strengthen resilience, expand financial services, and improve the efficiency of the national financial system. Moving forward, the synergy between the government and Bank Indonesia in national economic policy mix needs to be continuously strengthened and expanded to encourage higher and more resilient economic growth.

Indonesia's positive economic performance continued in 2025 and is expected to gain further momentum in 2026 and 2027. Indonesia's economic growth in the second and third quarters of 2025 was better than expected, at 5.12% (yoy) and 5.04% (yoy), respectively, higher than 4.87% (yoy) in the first quarter of 2025. Non-oil and gas export performance increased due to front-loading of exports to the US in response to exporters' anticipation of US tariff policies, apart from increased exports of agricultural and manufactured products, particularly crude palm oil (CPO), to India, following the reduction in import duties.

The increase in economic growth is also supported by domestic demand, particularly private investment and realisation of several priority government programs, including the development of Special Economic Zones (SEZs) in various regions. Household consumption also grows well in line with high public mobility, although it needs to be further strengthened amidst declining consumer expectations, particularly among the lower-middle class. Going forward, Indonesia's economy will continue to show improvement.

Overall, Indonesia's economic growth in 2025 would be in the range of 4.7-5.5%, rising even higher in 2026 and 2027, reaching 4.9-5.7% and 5.1-5.9%, respectively. The synergy of the national economic policy mix between the government and Bank Indonesia needs to be continuously strengthened to encourage higher growth from both the demand and supply sides while maintaining economic stability.

Table of Indonesia's Economic Growth - In Terms of Expenditure (%, yoy)

Component	2023*	2024**	2025***			2025[P]	2026[P]	2027[P]
			I	II	III			
Economic Growth	5.05	5.03	4.87	5.12	5.04	4.7-5.5	4.9-5.7	5.1-5.9
• Private Consumption	4.94	5.11	4.91	5.04	4.87	4.6-5.4	4.9-5.7	4.9-5.7
• Government Consumption	3.02	6.61	-1.37	-0.33	5.49	2.0-2.8	7.2-8.0	5.9-6.7
• Investment	3.76	4.61	2.12	6.99	5.04	4.8-5.6	5.6-6.4	6.4-7.2
• Export	1.34	6.51	6.44	10.95	9.91	7.7-8.5	4.9-5.7	5.3-6.1
• Import	-1.60	7.95	4.00	11.48	1.18	6.5-7.3	5.0-5.8	5.8-6.6

Source: Statistics Indonesia, Bank Indonesia
Note: *Provisional Figures; **Very Provisional Figures; ***Very Very Provisional Figures; (P) Bank Indonesia's Projections

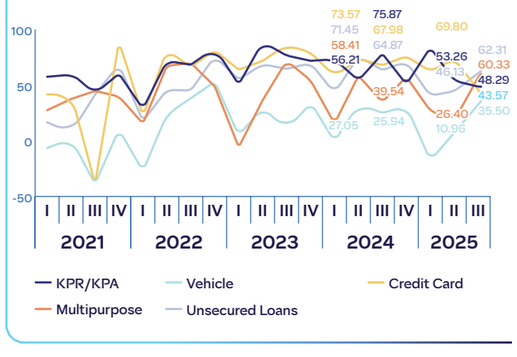
In terms of fiscal policy, the realisation of government spending according to the State Budget needs to be accelerated to stimulate domestic demand, both the implementation of social programs such as Makanan Bergizi Gratis (MBG) of Free Nutritious Meals, Sekolah Rakyat or People's Schools, Perumahan Rakyat or People's Housing, and Desa Merah Putih Cooperatives (KDMP), as well as government's priority projects related to food security, energy, defense, and security programs, as well as the 2025 Government Economic Policy Package. In terms of supply, the implementation of natural resource industrialization and structural reforms needs to be accelerated to encourage economic sectors with high growth and job creation potential. Bank Indonesia continues to strengthen the mix of monetary, macroprudential, and payment system policies to encourage economic growth through interest rate cuts, liquidity easing, increased macroprudential incentives, and accelerated digitalisation of the economic and financial systems.

Banking industry review

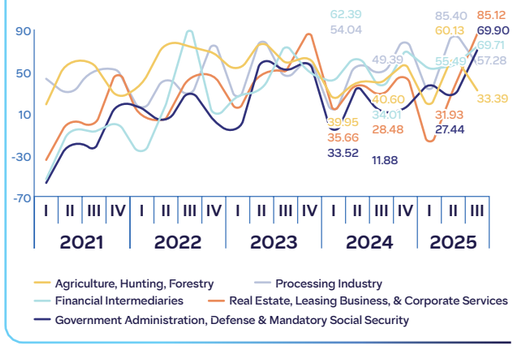
As quoted from Banking Survey Report released by Bank Indonesia, the banking industry was in solid conditions in the third quarter of 2025, with maintained intermediation performance. Amidst macroeconomic stability and relatively conducive monetary conditions, the banking sector was able to maintain a positive growth rate of new lending. Bank Indonesia's Banking Survey showed that new lending throughout this period recorded a WNB (Weighted Net Balance) of 82.33%, reflecting continued strong financing demand, albeit with a slight decline compared to the previous quarter. This development also indicates that economic activity continues to move forward and the business world remains optimistic.

In terms of usage orientation, working capital loans experienced a slowdown, while investment and consumer loans moved at a stable level. Within the consumer loans category, increases were seen in unsecured loans, multipurpose loans, and vehicle loans, indicating that household consumption remained the main driver of economic activity. Conversely, demand for housing loan/apartment loan and credit cards tended to weaken, reflecting more cautious consumer behaviour regarding long-term financing and non-priority consumption. By sector, new loan growth strengthened in real estate, leasing business and corporate services, government administration, and financial intermediaries. However, at the same time, several strategic sectors such as processing and agriculture, hunting, and forestry, experienced a slowdown, indicating a differentiation in strengths among these economic sectors.

WNB of New Lending by Type of Consumer Loans
(% SBT)



WNB of New Lending by Several Economic Sectors
(% SBT)



Source: Bank Indonesia

Lending policy in the third quarter of 2025 tended to be more cautious, as reflected in the Lending Standard Index (ILS) of 5.78. Banks tightened loan standards across administrative aspects, collateral requirements, approval fees, loan limits, and loan terms. This tightening standard reflects the banking industry's prudence in maintaining asset quality amidst ongoing global and domestic uncertainties, while ensuring loan growth remains within a controlled risk corridor.

Entering the fourth quarter of 2025, the outlook of the banking industry was increasingly positive. New lending was projected to increase significantly, with a Weighted Net Balance (WNB) reaching 96.40%. Banks continue to prioritise lending of working capital loans, followed by investment and consumer loans, underscoring the banking sector's role as a driver of business activity heading into the end of the year. Within consumer loans, housing loan/apartment loan are expected to be the top priority, while across economic sectors, the largest disbursements are projected to occur in the processing industry, wholesale and retail trade, and financial intermediaries. In the same period, the loan standard's policy is expected to shift towards more relaxed lending, with an ILS score of -5.95. This relaxation primarily applies to investment, working capital, and MSME loans, with adjustments to loan tenors, collateral, and interest rates. This expectation demonstrates that banks perceive increasingly manageable credit risk and stronger financing demand.

In terms of financing, the Third Party Funds collection is expected to continue to increase until the end of the year. The WNB for Third Party Funds (TPF) collection reached 93.97%, higher than the previous year and reflecting the industry's maintained liquidity. Saving deposits and demand deposits instruments showed stronger growth compared to the same period last year, while time deposits continued to grow, albeit at a more moderate pace. This financing structure demonstrates the public's preference for low-cost funding instruments, which will support future cost efficiency for banking industry.

Overall, the banking industry's outlook in 2025 remains positive. Outstanding loans are expected to grow steadily, with WNB reaching 94.43%, supported by optimism regarding favorable economic conditions, supportive interest rate policies, and relatively manageable credit risk management. DPK collection is also expected to increase, providing sufficient liquidity for banks to strengthen their intermediation function.

With these developments, the banking industry entered the end of 2025 on a strong foundation. Consistent lending, prudent risk management, and solid liquidity indicated that the national banking system was well-positioned to support the continued recovery and growth of Indonesia's economy. If this positive trend can be maintained, the banking sector is projected to play an increasingly strategic role in driving economic stability and expansion in the coming period.



Operational review

Bank's strategic plan in 2025

Throughout 2025, the Bank implemented a series of strategic initiatives designed to accelerate business growth, strengthen operational foundations, and enhance service quality for customers. These initiatives were executed with careful consideration of sustainable performance, prudent risk management, and alignment with the Bank's long term transformation agenda toward becoming a more adaptive and competitive institution.

In executing its business strategy, the Bank focused on accelerating customer acquisition and diversifying its portfolio through strengthened product value propositions, particularly by enhancing digital capabilities and improving data accuracy. These efforts were complemented by the development of Corporate Banking, targeting large enterprises in key market sectors and strategic state-owned entities. To support the achievement of business targets, the Bank continued to strengthen credit monitoring tools, improve data integrity, and implement more structured internal KPIs across all business units.

Enhancing service experience and meeting evolving customer expectations also remained a core priority. The Bank strengthened long-term customer relationships by improving existing product features, elevating service standards, and implementing continuous operational improvements to drive efficiency. These efforts reinforced the Bank's commitment to excellence and ensured sustained competitiveness.

From an organisational capability perspective, the Bank consistently fostered a positive and collaborative work culture by prioritising competency development, leadership enhancement, and organisational alignment. Recruitment initiatives, training programs, performance management improvements, and retention strategies were designed to ensure the Bank's workforce is equipped to support its strategic objectives.

In Corporate Banking, the Bank focused on diversifying funding in both IDR and FCY, strengthening cash management capabilities through API-based solutions, and enhancing the pipeline for long-term lending. Meanwhile, in Retail, Bank executed retail optimisation by reducing the amount of branches and improving Mobile Banking digital capabilities, expanding Wealth Management offerings, and strengthening the customer base through targeted retention programs supported by competitive savings products.

Concurrently, the Bank advanced its risk management capabilities by aligning with Group best practices, promoting risk awareness across all functions, and providing independent advisory to customer-facing business units. Asset quality was maintained through selective onboarding of high-quality borrowers, enhanced early warning mechanisms, and continued optimisation of recovery efforts for impaired assets.

Operational and technological transformation continued to play a pivotal role. Throughout 2025, the Bank introduced a range of IT enhancements, including API development, system upgrades such as Windows 11 and Data Warehouse restructuring, increased infrastructure capacity, and hardware refresh initiatives. These steps ensured stronger operational reliability, improved digital readiness, and heightened regulatory compliance.

As part of its ongoing commitment to governance and compliance, the Bank also implemented a Board Management System to strengthen document management and streamline governance processes within the Board structure.

Through the execution of these strategic initiatives, the Bank successfully strengthened its business fundamentals, enhanced growth momentum, and established a more resilient foundation to navigate future challenges and opportunities.



Operational review by segment

In carrying out its business activities, QNB Indonesia has built a targeted service structure oriented to customer needs through a strategically managed business portfolio. Service development is carried out by considering the characteristics and complexity of financial needs across various customer levels, enabling the Bank to offer more focused, effective, and competitive solutions. To ensure consistent service quality and support sustainable business growth, the Bank divides its business activities into two main segments: Corporate & Institutional Banking (CIB) and Retail Banking.

Corporate & institutional banking

In 2025, global economy continued to navigate a complex landscape shaped by geopolitical uncertainty, evolving trade dynamics, and tighter financial conditions accross major markets. Despite these external challenges, Indonesia's economy remained resillient, supported by stable domestic demand, prudent macro economic policies, and sustained investment activity. Controlled inflation and steady household consumption continued to underpin economic stability, reinforcing Indonesia's solid economic fundamentals.

Delivering sustainable growth

QNB Indonesia continued to diversify and strengthen its top-tier client base, with increased focus on conglomerates, multinational corporations (MNCs), and state-owned enterprises (SOEs). This strategy supported the Bank's objective of maintaining strong credit quality, with primary relationships centered on parent entities demonstrating solid risk profiles.

The Bank remained focused on achieving sustainable balance sheet growth through disciplined loan tenor management and portfolio optimisation, ensuring alignment with the Bank's risk appetite framework. Financing activities were directed toward sectors that contribute meaningfully to Indonesia's GDP, particularly Manufacturing, Technology, Media, and Telecommunications (TMT), Metals & Mining, and Agribusiness, supported by continued domestic economic expansion.

Strengthening credit quality and expanding portfolios

Amid ongoing global economic uncertainties and increasing industry competition in 2025, the Bank continues to prioritise high-quality borrowers with strong fundamentals and proven track records. This prudent approach supports portfolio expansion while maintaining a strong focus on financial stability and long-term value creation for clients.

The Bank's commitment to robust credit risk management further reinforced its portfolio quality. By implementing rigorous oversight and proactive measures, the Bank minimised risk exposure, enhanced resilience, and ensured sustainable financial performance, even in challenging market conditions.

Driving innovation with enhanced digital services

As part of its commitment to delivering value-added services, QNB Indonesia continued to enhance its Application Programming Interface (API) Banking platform in 2025 to support domestic payment services, including SKN, RTGS, online transfers, BI-FAST, and in-house transfers. The Bank also enhanced its next-generation tax payment system to simplify and accelerate payment processes for corporate clients.

In addition, the Bank strengthened its embedded banking capabilities through strategic partnerships and collaborations. Through this initiative, the Bank is positioned to act as a neutral liquidity aggregator, providing corporate clients with real-time visibility and consolidated reporting across their banking relationships. This solution supports more efficient liquidity management and enhances clients' treasury operations.

Looking ahead to 2026

In 2026, CIB will continue to advance its strategy by embracing innovation, accelerating digital adoption, and enhancing integrated financial solutions to meet the evolving needs of corporate and institutional clients. The division aims to unlock new growth opportunities by strengthening its presence in key sectors, expanding transaction banking capabilities, and deepening cross border business connectivity.

CIB will further leverage data analytics, automation, and ecosystem partnerships to deliver seamless, efficient, and value-added client experiences. At the same time, the Bank will continue to enhance its risk discipline, ensuring sustainable portfolio growth while maintaining strong asset quality and capital efficiency.

Looking ahead, QNB Indonesia is well-positioned to support clients in navigating global and domestic market shifts, including sustainability transition, supply chain transformation, and digital economy expansion. Through disciplined execution, strategic collaboration, and a strong client-centric culture, CIB is committed to driving long-term sustainable growth and creating enduring value for clients, stakeholders and the broader economy.

Strengthening Opportunities through QNB Group's International Network

Collaboration across the global network of QNB Group continues to strengthen the cross-border banking capabilities of QNB Indonesia through coordinated client coverage, shared market intelligence, and access to international funding and syndication opportunities. This enables the Bank to deliver integrated solutions including cross-border financing, trade finance, and cash management for clients with regional and global operations.

The Bank conducts these activities in compliance with applicable regulatory requirements, internal risk governance standards and prudent banking practices.

Retail banking segment

Throughout 2025, Retail Banking has focused on enhancing the customer experience, particularly in the Bank's premium segment, namely QNB First, as a top priority. Various initiatives have been implemented to achieve this goal to increase the number of customers in this segment.

Operational

With a deep understanding of the needs in lifestyle and integrated banking service needs of QNB First customers, the Bank presents the innovative First Reward programs.

The Bank offers Qatar Airways' Avios Miles to both new and existing QNB First customers who invest in various savings and Wealth Management products. The rewards in Avios miles have complemented QNB First's suite of Travel Privileges services.

In addition to these rewards, the Bank also has added various travel conveniences, such as airport transfer facilities in 12 cities across Indonesia, premium airport handling services through the Premium Airport Special Service (PASS) in 21 airports, and access to Airport Executive Lounges at 23 airports throughout Indonesia.

In 2025, the Bank has also expanded its travel-related services designed to meet the lifestyle needs of QNB First customers by adding an Airport Transfer service in Singapore and a drop-off service to the Whoosh KCIC High-Speed Railway Station in Jakarta. The Bank also offers medical check-up services in partnership with Prodia, BioTest and Abdi Waluyo Hospital.

Various attractive programs catering to customers' lifestyles are enhanced by digital services to enhance the convenience and efficiency of the Bank's services. For instance, the new QRIS payment facility from savings accounts enabled faster and easier transactions for retail customers.

Additionally, the integration of mutual fund and unit-linked bancassurance balances into the QNB Mobile Banking app allowed customers to monitor their investment portfolios directly. This provided a more personalised and relevant banking experience, attuned to their investment needs.

In 2025, the Bank introduced 8 new Mutual Fund products in United States Dollar currency managed by 4 Investment Manager partners at the beginning of the year where the initial launch was carried out at the First Wealth Forum event held in Jakarta in January 2025 by inviting QNB First customers from 5 cities. In addition, in Q2 2025, the Bank also introduced 1 new Bancassurance product to meet the growing investment needs in the premium segment.

Marketing

In 2025, the Bank also acquired a substantial number of new customers through the launch of an updated acquisition program with a more comprehensive QNB First offering. This strengthened the appeal of the Bank's Retail Banking products. For the Jakarta area, the Bank collaborated with a premium supermarket – the FoodHall to conduct a Top Spender marketing program and also a special discount program. The Bank also conducted a special marketing program for customers in Semarang in collaboration with a premium supermarket – Istana Buah. In addition, marketing programs were also carried out to increase the number of transactions using the Bank's QRIS services.

2025 Performance

Retail Banking recorded positive performance in several aspects in 2025. Retail Banking continues to strengthen its business foundation by developing various initiatives to meet customer needs. The focus is on Wealth Management product diversification, which began at the beginning of the year, is expected to contribute positively in the future. In 2025, Wealth Management products contributed positively to Retail Banking's performance, posting a 23% increase in revenue compared to 2024. Mutual Fund contributed the most, amounting to IDR11.6 billion, followed by Bancassurance products, amounting to IDR6.9 billions.

Plans for 2026

In 2026, Retail Banking will prioritise growth in the volume of third party funds, as well as Wealth Management products diversification, with a focus on Affluent customer segment in Jakarta and Medan. This strategy will further elevate the Bank's added value for customers and leverage data and market intelligence to promote its uniqueness and competitive advantages.



Financial review

The analysis and discussion of financial performance in this Annual Report refer to the Financial Statements for the years ended 31 December 2025 audited by Public Accounting Firm of Purwanto Susanti dan Surja, with an opinion of Fairly In All Material Respects.

The financial statements of PT Bank QNB Indonesia Tbk are presented in accordance with Indonesian Financial Accounting Standards, namely the Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK) issued by the Board of Indonesian Accounting Standards - Institute of Indonesia Chartered Accountants (DSAK-IAI).

Statement of financial position

Table of assets in 2024-2025

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Cash	28,522	36,917	(8,395)	-22.74%
Current Accounts with Bank Indonesia	364,492	410,213	(45,721)	-11.15%
Current Accounts with Other Banks				
Related Parties	265	316	(51)	-16.14%
Third Parties	17,239	38,502	(21,263)	-55.23%
Allowance for Impairment Losses	(1)	(7)	6	85.71%
Current Accounts with Other Banks - Net	17,503	38,811	(21,308)	-54.90%
Placements with Bank Indonesia and Other Banks	1,241,384	1,336,301	(94,917)	-7.10%
Derivative Receivables	590	3,269	(2,679)	-81.95%
Acceptance Receivables	87,889	0	87,889	100.00%
Allowance for Impairment Losses	(211)	0	(211)	-100.00%
Acceptance Receivables - Net	87,678	0	87,678	100.00%
Securities Purchased under Agreements to Resell	10,872	0	10,872	100.00%
Loans				
Related Parties	500,804	892	499,912	56,043.95%
Third Parties	9,283,664	8,453,674	829,990	9.82%
Subtotal	9,784,468	8,454,566	1,329,902	15.73%
Allowance for Impairment Losses	(381,241)	(488,839)	107,598	22.01%
Loans - Net	9,403,227	7,965,727	1,437,500	18.05%
Securities				
Third Parties	1,481,150	2,160,025	(678,875)	-31.43%
Prepayments	60,599	43,198	17,401	40.28%

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Deferred Tax Assets - Net	147,431	249,124	(101,693)	-40.82%
Fixed Assets and Right-of-Use Assets				
Cost	501,652	548,423	(46,771)	-8.53%
Accumulated Depreciation	(330,401)	(345,236)	14,835	4.30%
Book Value	171,251	203,187	(31,936)	-15.72%
Intangible Assets				
Cost	133,018	176,709	(43,691)	-24.72%
Accumulated Amortisation	(82,147)	(116,160)	34,013	29.28%
Book Value	50,871	60,549	(9,678)	-15.98%
Foreclosed Assets	0	236,041	(236,041)	-100.00%
Other Assets, Net	138,646	109,511	29,135	26.60%
Total Assets	**13,204,216**	**12,852,873**	**351,343**	**2.73%**

Assets

At the end of 2025, the Bank's total assets were recorded at IDR13.20 trillion, increasing by 2.7% compared to the previous year.

This growth reflects the Bank's more measured and selective approach in undertaking expansion, with a focus on improving asset quality as well as optimising the balance sheet structure.

Loans increased significantly by 15.7% to IDR9.78 trillion, which became the main driver of asset growth.

This growth was driven not only by an increase in volume, but also by improvements in portfolio composition, with a focus on segments that provide more optimal returns and more controlled risk profiles.

This strategy reflects the Bank's shift in approach from merely growth toward quality growth.

From the asset quality perspective, the Bank recorded a tangible improvement.

The decline in non-performing loan ratios, both gross and net, indicates that credit expansion was carried out with stronger credit analysis discipline and supported by more effective monitoring systems.

In addition, the Bank's success in completing the write-off of all foreclosed assets (AYDA) became an important milestone in cleaning the balance sheet from past exposures.

Adjustments were also made to non-loan assets.

The decrease in placements in securities is part of the portfolio rebalancing strategy to increase overall asset yields.

Deferred tax assets decreased as a result of the utilisation of tax benefits, while fixed assets and intangible assets decreased due to disciplined investment and cost optimisation.

Overall, the Bank's asset structure in 2025 shows a significant improvement in quality, with a more productive composition, more controlled risk, and a stronger foundation to support sustainable growth.

Table of liabilities in 2024-2025

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Liabilities Payable on Demand	13,349	21,022	(7,673)	-36.50%
Deposits from Customers				
Related Parties	117,628	98,429	19,199	19.51%
Third Parties	8,020,380	7,243,449	776,931	10.73%
Subtotal	8,138,008	7,341,878	796,130	10.84%
Deposits from Other Banks				
Related Parties	3,349	322,474	(319,125)	-98.96%
Third Parties	2	17	(15)	-88.24%
Subtotal	3,351	322,491	(319,140)	-98.96%
Derivative Payables	9,013	7,775	1,238	15.92%
Acceptance Payables	87,889	0	87,889	100%
Securities Sold under Repurchase Agreements	0	95,873	(95,873)	-100.00%
Employment Benefits	60,942	75,739	(14,797)	-19.54%
Accruals and Other Liabilities	**182,320**	**239,383**	**(57,063)**	**-23.84%**
Total Liabilities	**8,494,872**	**8,104,161**	**390,711**	**4.82%**

Liabilities

Total liabilities of the Bank increased by 4.8% to IDR8.49 trillion, driven by the growth of third-party funds by 10.8% to IDR8.14 trillion.

This growth reflects the continued strong level of customer trust as well as the Bank's success in strengthening its funding base.

The Bank consistently directs its funding strategy toward more stable and cost-efficient sources of funds.

This is reflected in the reduced reliance on interbank funding as well as the increased proportion of customer funds.

Accordingly, the Bank's liability structure becomes more resilient to market volatility.

The decrease in repo instruments and other liabilities indicates that the Bank actively manages its funding and liquidity structure with a more conservative approach.

This also reflects the Bank's effort to reduce reliance on short-term funding sources that are more sensitive to market conditions.

Going forward, the Bank will continue to strengthen its funding base by focusing on diversified fund growth, increasing low-cost funds, and more optimal cost of funds management to support margin improvement.

Table of equity in 2024-2025

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Share Capital - Par Value of IDR250 (Whole Rupiah) per Share Authorised Capital 40,000,000,000 Shares as of 31 December 2025 and 2024 Issued and Fully Paid Capital 35,158,048,365 Shares as of 31 December 2025 and 2024	8,789,512	8,789,512	0	0%
Additional Paid-In Capital	(33,588)	(33,588)	0	0%
Advanced Capital	3,652	3,652	0	0%
Fair Value Reserve - Net	8,997	(201)	9,198	4,576.12%
Retained Earnings (Deficit):				
Appropriated	7,396	7,396	0	0%
Unappropriated	(4,066,625)	(4,018,059)	(48,566)	-1.21%
Total Equity	**4,709,344**	**4,748,712**	**(39,368)**	**-0.83%**

Equity

Total equity of the Bank was recorded at IDR4.71 trillion, relatively stable compared to the previous year.

The slight decline that occurred was mainly due to the net loss for the year, which was largely influenced by non-recurring factors.

Other comprehensive income provided a positive contribution that helped maintain equity stability, particularly from changes in the fair value of financial instruments and actuarial adjustments.

The Bank's capital structure remains very strong, with a dominance of high-quality core capital.

The capital adequacy ratio of 52.22% indicates that the Bank has a very large capital buffer, not only to meet regulatory requirements, but also to support business expansion and absorb potential risks.

Management actively manages capital with a forward-looking approach through internal capital adequacy assessment and stress testing, thereby ensuring that the capital structure remains optimal under various economic conditions.

Statement of profit or loss and other comprehensive income

Table of Profit or Loss and Other Comprehensive Income in 2024-2025

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Operating Income and Expenses				
Interest Income	678,787	734,563	(55,776)	-7.59%
Interest Expense	(331,823)	(283,644)	(48,179)	-16.99%
Interest Income - Net	346,964	450,919	(103,955)	-23.05%
Other Operating Income				
Fees and Commission - Net	39,900	31,562	8,338	26.42%
Trading (Loss)/Income - Net	3,300	(319)	3,619	1,134.48%
Others	42,411	61,983	(19,572)	-31.58%
Total Other Operating Income	85,611	93,226	(7,615)	-8.17%
Other Operating Expenses				
Personnel Expenses	(291,121)	(265,369)	(25,752)	-9.70%
General and Administrative Expenses	(148,116)	(200,832)	52,716	26.25%
Reversal/(Provision) for Impairment Losses on Financial Assets	79,246	19,021	60,225	316.62%
Others	(4,243)	(10,560)	6,317	59.82%
Total Other Operating Expenses	(364,234)	(457,740)	93,506	20.43%
Income from Operation	68,341	86,405	(18,064)	-20.91%
Other Non-Operating Income				
Other Non-Operating Income	9,171	90	9,081	10,089.67%
Other Non-Operating Expenses	(26,667)	(85)	(26,582)	-31,272.90
Total Other Non-Operating Income - Net	(17,496)	5	(17,501)	-350,025.38%
Profit/(Loss) Before Income Tax Expenses	50,845	86,410	(35,565)	-41.16%
Income Tax Expense	(99,168)	(30,772)	(68,396)	-222.27%
Profit/(Loss) for the Year	**(48,323)**	**55,638**	**(103,961)**	**-186.85%**

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Profit/(Loss) for the Year	**(48,323)**	**55,638**	**(103,961)**	**-186.85%**
Other Comprehensive Income				
Items that would be Reclassified to Profit or Loss:				
Fair Value Changes of Securities Measured at Fair Value through Other Comprehensive Income	11,792	(179)	11,972	6.670%
Income Tax Related to Items that would be Reclassified to Profit or Loss	(2,594)	39	(2,634)	-6.670%
Items that would not to be Reclassified to Profit or Loss:				
Remeasurements of Obligation for Post-Employment Benefits	(312)	2,262	(2,574)	-113.77%
Income Tax Related to Items that would not be Reclassified to Profit or Loss	69	(497)	566	113.88%
Other Comprehensive Income (Loss), Net of Tax	8,955	1,625	7,330	451.08%
Total Comprehensive Income (Loss) for the Year	**(39,368)**	**57,263**	**(96,631)**	**-168.75%**
Earning Per Share Basic	(1,37)	1,58	(3,0)	-186.85%

Net Interest Income

Net interest income in 2025 was recorded at IDR346.96 billion, decreasing by 23.1% compared to the previous year.

This decrease was mainly caused by pressure on the net interest margin which declined to 2.92% from 4.09%.

From a fundamental perspective, this margin decline reflects the dynamics of the banking industry facing pressure from two sides, namely the decline in yields on earning assets due to increasingly intense competition in lending as well as the increase in cost of funds in line with tighter liquidity conditions.

However, it is important to note that this decline is also the result of a prudent strategic decision.

The Bank consciously avoided aggressive credit expansion with returns that are not commensurate with the risks while maintaining portfolio quality.

Accordingly, the pressure on net interest income in 2025 does not reflect structural weakness, but rather forms part of an adjustment phase to market conditions and the strengthening of asset quality.

Going forward, management will focus on selective loan repricing, improving the composition of earning assets, and strengthening low-cost funds in order to reduce the cost of funds.

Other Operating Income

Other operating income in 2025 shows a shift that reflects the direction of the transformation of the Bank's business model toward more sustainable sources of income.

Fee-based income increased driven by higher customer transaction activity as well as the development of service-based products.

This indicates that the Bank is beginning to build a revenue foundation that is not entirely dependent on interest margins.

On the other hand, the decline in other income components was mainly caused by the reduction of non-recurring income compared to the previous year.

Accordingly, the Bank's income quality becomes more stable and recurring.

From a strategic perspective, this provides a positive impact in reducing income volatility, increasing earnings sustainability, as well as supporting diversification of income sources.

Going forward, the Bank will continue to strengthen the contribution of fee-based income through the development of transaction products, increasing cross-selling, as well as optimising services to customers.

Other operating expenses

The Bank's operating expenses in 2025 show a significant decrease, reflecting the successful implementation of efficiency programs in a disciplined manner.

The increase in personnel expenses set off by the decrease in general and administrative expenses as well as general and administrative expenses indicates an improvement in the cost structure in a sustainable manner through organizational optimization, cost control, and increased operational efficiency.

However, provisioning release experienced a significant increase in line with asset quality improvement and still maintained within conservative prudential principles.

Accordingly, this step provides a stronger foundation for performance stability in the future.

Profit before income tax

The Bank recorded profit before income tax of IDR50.85 billion, which shows that fundamentally the Bank's operations continue to generate positive performance.

This achievement becomes an important indicator that the Bank's business model continues to operate well, where core income is still able to cover operating expenses.

In addition, this also reflects that the efficiency transformation undertaken has begun to deliver tangible results.

Although below the achievement of the previous year, this profit before tax reflects that the pressures that occurred are more external and temporary in nature, and do not indicate structural weaknesses in the Bank's operations.

Net income for the year

The Bank recorded a net loss of IDR48.32 billion in 2025, which was mainly caused by the recognition of significant deferred tax expenses.

This expense is non-recurring in nature, does not impact cash flow, and is related to adjustments of past tax benefits.

Therefore, such expense does not reflect the Bank's operational performance in the current period.

If such impact is excluded, the Bank would still record positive operating performance.

Accordingly, management views that the 2025 result is a reflection of accounting adjustments, not a deterioration in the fundamental business.

Going forward, in the absence of similar factors, the Bank is in a better position to record more stable earnings performance.

Other comprehensive income

Other comprehensive income provides a positive contribution to the Bank's equity, mainly derived from changes in the fair value of financial instruments as well as actuarial adjustments on employee benefit liabilities.

Although it does not directly impact profit or loss, this component reflects the movement of the Bank's overall economic value and helps maintain the stability of the equity position.

Statement of cash flows

Table of Statement of Cash Flows in 2024-2025

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Cash Flows from Operating Activities	(513,940)	1,522,263	(2,036,203)	-133.76%
Cash Flows from Investing Activities	732,778	(1,796,417)	2,529,195	140.79%
Cash Flows from Financing Activities	(26,940)	(23,062)	(3,878)	-16.82%
Net Decrease in Cash and Cash Equivalents	191,898	(297,216)	489,114	164.57%
Net Effect of Exchange Rate on Cash and Cash Equivalents	(40,345)	(46,912)	6,567	14.00%
Cash and Cash Equivalents at Beginning of Year	1,500,349	1,844,477	(344,128)	-18.66%
Cash and Cash Equivalents, at the End of Year	1,651,902	1,500,349	151,553	10.10%

Cash flow statement

Cash flows from operating activities

Negative cash flows from operating activities were mainly driven by loan growth exceeding deposit inflows, with funding costs remaining elevated amid prevailing market conditions. These movements are in line with the Bank's business expansion during the year and reflect normal balance sheet dynamics. The Bank continues to maintain a sound liquidity position to support its operations.

Cash flows from investing activities

Positive cash flows from investing activities reflect the Bank's strategy in actively managing its asset portfolio, including the liquidation of securities and the reallocation of assets into more productive instruments.

This step is in line with efforts to optimize asset returns and efficiency in asset utilisation.

Cash flows from financing activities

Relatively controlled cash flows from financing activities reflect that the Bank does not rely on aggressive external funding, and is able to manage its obligations in a disciplined manner.

Year-end cash position

A strong cash position indicates that the Bank has adequate liquidity reserves to face market uncertainty as well as to support operational needs and future expansion.

Key financial ratios

Table of key financial ratios in 2024-2025

Description	2025 (%)	2024 (%)	Change (%)
Capital			
Capital Adequacy Ratio (CAR)	52.22	56.15	-3.93
Earning Assets			
Earning Assets and Non-Earning Assets (Non-Performing Assets) to Total Earning Assets and Non-Earning Assets	1.36	3.09	-1.73
Non-Performing Earning Assets to Total Earning Assets	1.36	1.55	-0.19
Allowance for Impairment Losses of Financial Assets to Earning Assets	2.36	3.3	-0.94
Gross Non-Performing Loans (NPL)	2.24	2.71	-0.47
Net Non-Performing Loans (NPL)	0.66	0.71	-0.05
Profitability			
Return on Assets (ROA)	0.42	0.74	-0.32
Return on Equity (ROE)	-1.11	1.31	-2.42
Net Interest Margin (NIM)	2.92	4.09	-1.17
Liquidity			
Macroprudential Intermediation Ratio (MIR)	120.23	115.16	5.07
Compliance			
Percentage on Legal Lending Limit Breach			
Related Parties	0.00	0.00	0.00
Non-Related Parties	0.00	0.00	0.00
Daily Minimum Reserve Requirement (Rupiah)	5.06	7.74	-2.68
Average Minimum Reserve Requirement (Rupiah)	9.46	8.39	1.07
Minimum Reserve Requirement (Foreign Currency)	4.04	4.19	-0.15
Net Open Position (NOP)	0.09	0.19	-0.10

Solvency

The Bank maintains a strong capital reserve to ensure long-term business sustainability while remaining capable of pursuing business expansion when needed. As of the end of 2025, the Bank's solvency declined, as reflected in the Capital Adequacy Ratio (CAR), which stood at 52.22%, down from 56.15% at the end of 2024.

Liquidity

The Macroprudential Intermediation Ratio (RIM) has continued to increase since 2022, reaching 120.23% at the end of 2025, indicating alignment with Bank's strategy in managing cost of funds.

Profitability

ROA and ROE, which were recorded at 0.74% and 1.31% in 2024, respectively, both decreased to 0.24% and -1.11% in 2025. This decline was solely due to the derecognition of Deferred Tax Assets (DTA) amounting to approximately IDR88 billion. The DTA derecognition is an accounting treatment that is non-cash, non-operational, and non-recurring in nature.

Loan Collectability

Despite the increase in lending disbursement in 2025 compared with 2024, the gross NPL ratio decreased from 2.71% in 2024 to 2.24% in 2025. During the same period, the net NPL ratio also declined from 0.71% to 0.66%. Both ratios remain well below the thresholds set by the regulator, and the Bank continues to apply strict and prudent lending practices.

Prime lending rate

Prime Lending Rate (SBDK) is the basis for determining lending rate charged to customers. QNB Indonesia has published the Prime Lending Rate in Rupiah in accordance with Financial Services Authority (OJK) Regulation No. 18 of 2025 on Transparency and Publication of Bank Reports and OJK Circular No. 29/SEOJK.03/2025 on Transparency and Publication of Conventional Commercial Bank Reports, which regulates the transparency of bank product information and the use of customer personal data.

The Prime Lending Rate published by the Bank has not yet considered the estimated risk premium component, as its amount is adjusted based on the Bank's assessment of the risk of each debtor or group of debtors. Therefore, the lending rate charged may not necessarily be the same as the Prime Lending Rate. The Bank continuously reviews and updates the Prime Lending Rate in accordance with movements in the BI 7-Day Reverse Repo Rate (BI7DRR).

The Bank classifies Prime Lending Rate (SBDK) into three groups based on loan segmentation: Non-MSME Loans, MSME Loans, and Consumer Loans. More detailed information regarding the applicable Prime Lending Rate (SBDK) can be found in publications at each Bank office and/or on the official website of QNB Indonesia at www.qnb.co.id.

Period December 2025	Non-MSME Loans		MSME Loans			Consumer Loan	
	Corporate	Retail	Medium	Small	Micro	Housing Loan/ Apartment Loan	Non-Housing Loan/Non-Apartment Loan
Cost of Fund (HPDK) (%)	4.60%	-	-	-	-	-	-
Overhead Cost (%)	1.72%	-	-	-	-	-	-
Profit Margin (%)	0.71%	-	-	-	-	-	-
Prime Lending Rate (SBDK) (%) (HPDK + Overhead + Margin)	7.03%	N/A	N/A	N/A	N/A	N/A	N/A

Qualitative Disclosure

Category	Definition of Loan Category	Indicators/Criteria for Loan Category
Corporate	Loans to Companies and Legal Entities	Plafond > Turnover of up to IDR1.5 trillion
Retail	Loans to Individuals	Plafond of IDR500,000 to IDR15,000,000

Note:

- Prime Lending Rate (SBDK) is determined by the Bank based on various factors, including the benchmark interest rate set by the competent authority, the cost of fund, overhead cost, profit margin, and economic developments
- Prime Lending Rate (SBDK) does not consider the estimated risk premium component, the amount of which depends on the Bank's assessment of the risk for each debtor or group of debtors.

Quality of earning assets

The quality of a bank's earning asset is an assessment of the risk and the Bank's ability to generate income from placements, derivative receivables, securities, loans, and other forms of funding. As of 31 December 2025, the Bank's total earning assets reached IDR16.24 trillion, an increase of IDR1.2 trillion compared to that of 2024 of IDR15 trillion.

Table of Earning Assets

Description	2025 (IDR-Million)	2024 (IDR-Million)	Change	
			Nominal (IDR-Million)	Percentage (%)
Current Accounts with Bank Indonesia	364,492	410,213	(45,721)	-11.15%
Current Accounts with Other Banks	17,504	38,818	(21,314)	-54.90%
Placements with Bank Indonesia and Other Banks	1,241,384	1,336,301	(94,917)	-7.10%
Derivative Receivables	590	3,269	(2,679)	-81.95
Acceptance Receivables	87,889	0	87,889	100.00%
Securities purchased under agreements to resell	10,872	0	10,872	100.00%
Loans	9,784,468	8,454,566	1,329,902	15.73%
Securities	1,481,150	2,160,025	(678,875)	-31.43%
Commitments and Contingencies	3,252,753	2,597,064	655,689	25.25%
Total	**16,241,102**	**15,000,655**	**1,240,447**	**8.27%**

Commitments and business contingencies

The Bank reported commitment and contingency transactions at the end of 2025 in a total net amount of minus IDR56.69 billion, with unused credit facilities granted to customers amounting to IDR3.02 billion. Further details are provided in Note 37 to the Financial Statements.

During the reporting period, the Bank also entered into several material agreements, as disclosed in Note 41 to the Financial Statements. The Bank additionally recognised contingent assets, as presented in Note 42 to the Financial Statements.

Debt service ability and receivables collectibility level

The Bank's ability to meet its obligations is assessed through liquidity and solvency ratios. Liquidity measures short-term payment capacity, while solvency reflects the Bank's ability to meet all obligations as a whole.

Short-term debt service ability

The Bank uses a liquidity ratio measured by the Liquidity Coverage Ratio (LCR). As of 31 December 2025, the LCR was recorded at 119.95%, a decrease compared to 2024, which stood at 174.70%. This indicates that despite the decline, the Bank still maintained adequate short-term liquidity to meet its net cash outflows under stress conditions, as the LCR remained above the minimum regulatory requirement.

Long-term debt service ability

The NSFR is used by the Bank to measure long-term solvency. As of the end of 2025, the ratio was recorded at 140.40%, lower compared to 2024, which stood at 154.36%. This indicates that, overall, the Bank's ability to meet its long-term obligations remains strong despite the decline, as the NSFR continues to exceed the minimum regulatory requirement.

Receivables collectibility level

The Bank's receivables collectability level is measured by the Non-Performing Loan (NPL) ratio, both gross and net, which reflects the quality of the Bank's earning assets. In 2025, the Bank's Gross NPL was recorded at 2.24%, representing a decrease from the previous year's level of 2.71%. Meanwhile, the Bank's Net NPL in 2025 stood at 0.66%, also decreasing from 0.71% in the prior year. This decline reflects an improvement in credit quality and the effectiveness of the Bank's credit risk management, including monitoring, collection, and loan restructuring processes.

Additionally, the ratio of non-performing earning assets to total earning assets decreased from 1.55% in 2024 to 1.36% in 2025, further indicating an overall improvement in the quality of the Bank's loan portfolio.

Capital structure and management policy on capital structure

Basis for selecting management policies on capital structure

To comply with regulatory requirements, the Bank ensures that all capital adequacy activities are aligned with applicable Financial Services Authority Regulations ("POJK"). Capital management is arranged based on corporate strategy and organisation needs, by considering regulatory dynamics, as well as economic and commercial conditions that impact operations. Capital adequacy calculations are carried out in line with POJK standards, with regulatory-required capital structure classified into two tiers to ensure business resilience and continuity.

- Tier 1 capital, which includes issued and fully paid share capital, advanced capital, general and legal reserve, retained earnings and profit (loss) for the year, profit (loss) from prior year, intangible assets, and difference between provision for loan losses and allowance for impairment losses for earning asset and non-earning asset, deferred tax asset, and instruments that fulfils terms;
- Tier 2 capital, which includes capital instruments in the form of shares or others that fulfills terms, required general provision for earning assets.

The Bank does not have any other supplementary capital which meets the criteria of tier 3 capital under prevailing POJK.

Management policy on capital structure

The Bank's policy is aimed at maintaining a solid capital foundation to maintain investor, creditor, and market player confidence, while supporting sustainable business growth in the future. In implementing this policy, the Bank considers the impact of capital levels on shareholder returns, including the importance of balancing high returns, enabled by greater gearing, with the advantages and security benefits derived from a strong capital position.

The Bank's capital management is also conducted by referring to regulatory ratios as the primary instrument for measuring capital adequacy. OJK's approach to measurement is primarily based on monitoring the relationship between required capital according to the risk profile and available capital, thus ensuring the Bank's capital position remains secure and aligned with applicable regulations.

Capital structure details

The following is a breakdown of the Bank's capital adequacy ratio as of 31 December 2025 and 2024:

Table of Capital Structure
(in million Rupiah, unless stated otherwise)

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Tier 1 capital	4,478,753	4,265,916	212,837	4.99%
Tier 2 capital	94,088	75,517	18,571	24.59%
Total regulatory capital	**4,572,841**	**4,341,433**	**231,408**	**5.33%**
Risk-weighted assets				
Credit risk	8,114,998	7,071,307	1,043,691	14.76%
Market risk	67,431	67,779	(348)	-0.51%
Operational risk	573,897	592,919	(19,022)	-3.21%

Description	2025	2024	Increase (Decrease)	
			Nominal	Percentage (%)
Total risk-weighted assets	**8,756,326**	**7,732,005**	**1,024,321**	**13.25**
Capital adequacy ratio for credit risk (%)	56.35	61.40		(5.05)
Capital adequacy ratio for credit risk and operational risk (%)	52.63	56.65		(4.02)
Minimum capital adequacy ratio for credit risk, market risk, and operational risk (%)	52.22	56.15		(3.93)
Required capital adequacy ratio(%)	8.00	8.00		0.00
Required capital adequacy ratio accordance with risk profile (%)	9.00	9.00		0.00

Material commitments for investments in capital goods

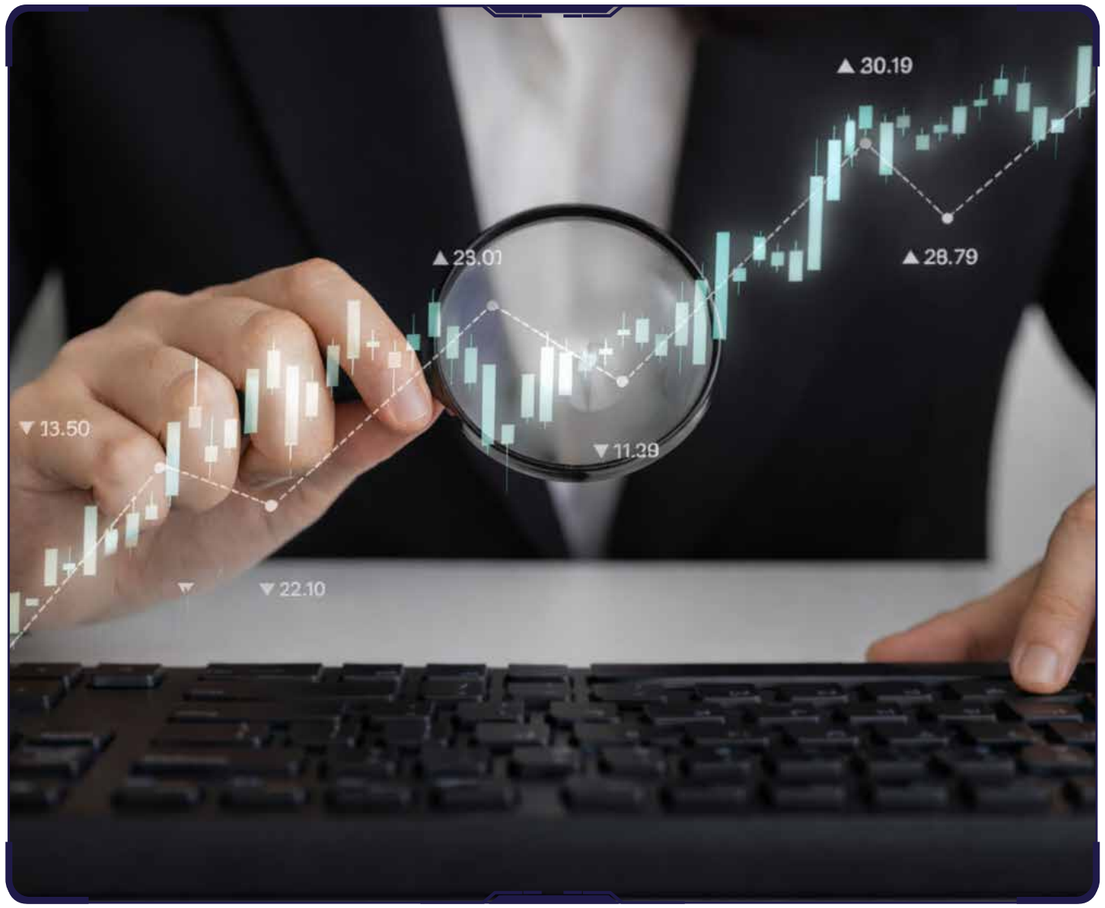
Throughout 2025, the Bank did not record any material commitments for investments in capital goods, therefore, there is no related information included in this Annual Report.

Realisation of investments in capital goods

In the reporting period up to 31 December 2025, the Bank made Investments related to leasehold improvement amounting to IDR349 Million n as well as in office equipment, furniture, and fixtures, amounting to IDR17.68 Billion, as detailed in Note 15 to the Financial Statements, on page 79.

Material information and facts occurring after the Accountant's Report

Subsequent to 31 December 2025, the Bank decided to streamline its branch network. As part of this initiative, 3 branches and 1 sub-branch were officially closed in January 2026. Following the closure, the Bank operates through three remaining branches, namely Jakarta - SCBD, Jakarta - Gajah Mada, Medan - Pemuda.



Comparison of targets and realisations in 2025

For 2025, the Bank set financial targets, including maintaining a CAR above 20% as well as LCR and NSFR levels significantly above the regulatory requirement of 100%. Through the implementation of prudent banking practices and a well-established capital management framework, the Bank successfully achieved these targets, recording a CAR of 52.22%, an LCR of 119.95%, and an NSFR of 140.40% as of year-end 2025.

The Bank also recorded a RIM of 120.23% at the end of 2025, in line with the target set at the beginning of the year, namely maintaining RIM above 120%. For 2025, the Bank aimed to sustain a NIM above 3%, and although slightly below this target, the Bank delivered a strong performance with a NIM of 2.92% for the year.



One year forward projections

The global economic outlook for 2026 points to a more stable and better-synchronised macroeconomic environment, supported by continued policy easing from the Fed, a cyclical recovery in Europe, and sustained resilience in China. Nonetheless, inflation and financial conditions are expected to remain volatile.

Global growth in 2026 is projected at around 3.3%, reflecting moderate acceleration while still slightly below long-term trends. Economic activity is expected to become more evenly distributed across regions, with balanced contributions from both advanced and emerging economies. Key risks persist—including geopolitical uncertainty, global trade fragmentation, and financial-market volatility—but the overall growth outlook remains resilient.

In the United States, economic expansion in 2026 is expected to reach approximately 2.5%. This is supported by rapid productivity gains driven by faster technology adoption and strong household balance sheets. With monetary policy shifting from a restrictive stance toward a more neutral and potentially accommodative position, investment and consumption are expected to remain well-supported.

Europe is projected to continue its cyclical recovery, driven by more moderate energy prices, improvement in global manufacturing demand, and the lagging impact of policy easing implemented in prior periods. These factors are expected to gradually strengthen investor sentiment and underpin a steady recovery in the region.

China is expected to maintain performance close to the government's growth target, supported by stabilising manufacturing activity, improving private-sector sentiment, optimism around the country's capabilities in AI, and a more supportive policy mix. This momentum is likely to continue providing an important lift for the broader Asian region and reinforce the global manufacturing cycle.

In Southeast Asia, the five major ASEAN economies—Indonesia, Malaysia, the Philippines, Singapore, and Thailand—are projected to grow by around 4.5% in 2026. This outlook is supported by the ongoing recovery in global manufacturing, an AI-driven capex boom, and renewed portfolio inflows into selected emerging markets.

With respect to global monetary policy, the ECB is expected to have completed its easing cycle in 2025. The Fed, however, is anticipated to retain room for additional rate cuts of approximately 50 bps in 2026, bringing the policy rate to around 3.25%, despite a temporary uptick in inflation due to higher US tariffs. Combined with the rate cuts enacted in late 2025, this easing is expected to support further investment and consumption as credit becomes more affordable and investment opportunities more attractive.

Indonesia is projected to maintain growth of around 5.0% - 5.2% in 2026, supported by solid domestic consumption, national strategic projects, industrial downstreaming, and increasing private investment. The banking sector is expected to remain expansionary, with credit growth in the range of 10% - 12%, in line with rising financing demand across productive sectors. A stable financial system, supported by effective fiscal-monetary coordination, will continue to serve as the foundation for sustaining growth momentum.

Nonetheless, external risks such as a sharper global slowdown, geopolitical tensions, or commodity price volatility require close attention, given their potential impact on capital flows and exchange rate stability.

Entering 2026, the Bank's strategic focus is directed toward strengthening business growth through the expansion of the corporate client base, improving asset quality, and enhancing operational efficiency. These efforts are carried out through the broadening and diversification of the client portfolio based on market insights supported by AI—particularly across conglomerates, multinational corporations, and state-owned enterprises—along with strengthening Corporate Internet Banking capabilities, forming partnerships to integrate banking services into local ERP/SaaS platforms, and driving cross-unit collaboration to deliver comprehensive treasury solutions. In addition, the Bank aims to optimise low-cost CASA to reinforce sustainable funding and profitability.



Digital and data transformation remains a critical pillar of the 2026 strategy. The Bank will integrate AI across business processes to enhance decision quality, modernise core systems, and strengthen data governance and cybersecurity. These initiatives are supported by scalable and secure cloud adoption, end-to-end process automation, system re-platforming and VA remediation, enhanced testing governance (test management), and improvements in the accuracy and timeliness of regulatory reporting.

In the retail segment, priorities include strengthening branch network efficiency, expanding a more comprehensive suite of wealth management products, and onboarding high-quality new-to-bank (NTB) customers to support funding growth and fee-based income. From a risk and governance perspective, the Bank continues to enhance its risk management capabilities, including privileged access control (e.g., CyberArk) and log/forensic management tools (e.g., Townsend/Log Alliance). The Bank is also accelerating its phased implementation of ESG initiatives and refining the third-party risk management (TPRM) framework to ensure compliance, operational resilience, and stakeholder trust.

The Bank's action plan is anchored on three visionary pillars: Go Deeper — through more intelligent customer insights, Go Wider — by accelerating expansion enabled by AI, and Go Further — by leveraging synergies across the global network. This approach positions QNB Indonesia to emerge as an AI-driven leader in Corporate Banking, capture top-tier market share, and contribute to Indonesia's vision of achieving high-income status by 2045.

Aligned with this strategic direction, QNB Indonesia targets business and credit portfolio growth reaching IDR10.56 trillion by the end of 2026, with gross and net NPL ratios maintained within regulatory thresholds. The Bank aims to keep its Net Interest Margin (NIM) above 3%, while key liquidity indicators—particularly the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR)—will be maintained above regulatory requirements. The Loan-to-Deposit Ratio (LDR) and Macroprudential Intermediation Ratio (RIM) are set at levels that reflect healthy intermediation, and the Capital Adequacy Ratio (CAR) will remain above 20%, providing a robust buffer against potential uncertainties.

Business prospects

Entering the coming period, the national economy is projected to remain on a positive growth trajectory, despite the lingering uncertainty of global dynamics, including volatility in international financial markets, tightening of global monetary policy, and fragmentation of world trade. Resilient domestic demand and effective economic policy coordination are deemed to be key factors in maintaining the stability and sustainability of Indonesia's growth.

As stated in Bank Indonesia's Annual Meeting Book for 2025, entitled "Resilient and Independent: Synergy to Drive Higher and More Resilient Economic Growth," the Indonesian economy is projected to grow in the range of 4.7% to 5.5%. This growth is driven by household consumption that remains strong, increased investment, and sustained government spending. At the same time, inflation rate is expected to remain controlled within the target of 2.5%, with a deviation of approximately 1%, reflecting price stability and a consistent mix of monetary and fiscal policies, as well as support for the real sector.

This macroeconomic stability creates a conducive business climate for business and financial services sector. Investment activity is expected to continue to increase in line with accelerated infrastructure development, strengthening of value-added manufacturing sector, downstreaming of natural resources, and digital-based economic transformation. Externally, resilient balance of payments and adequate foreign exchange reserves are expected to remain key buffer in maintaining rupiah exchange rate stability amidst global market fluctuations.

In this context, the outlook for the national banking industry is expected to remain constructive. Industry-wide bank lending growth is projected to be in the range of 8 percent to 12%, in line with the increasing need for financing in the productive sector, household consumption, and financing for micro, small, and medium-sized enterprises. On the funding side, growth in public funds collected by banks is expected to remain solid, reflecting maintained public trust in the national financial system.

Financial system resilience is also projected to remain strong, supported by adequate bank capital, well-managed liquidity, and relatively stable asset quality. The industry-wide non-performing loan ratio is expected to remain within sound limit, in line with the implementation of prudential principles, strengthened governance, and improved risk management by each bank.

Nevertheless, the banking industry continues to face a number of structural challenges, including rising pressure on funding costs, the need for ongoing investment in information technology infrastructure, and intensifying competition from non-bank financial services institutions and digital financial players. These conditions encourage banks to continuously improve operational efficiency, strengthen product and service differentiation, and optimise the use of technology and data analytics to enhance service quality and mitigate risks.

Going forward, opportunities for growth in the banking industry are expected to expand through increased financial inclusion, accelerated payment system digitalisation, and strengthened national digital financial ecosystem. Banks are expected to capitalise on the economic growth momentum by disbursing financing selectively, with quality, and sustainably, while maintaining a balance between business expansion and implementation of prudential principles.

Entering 2026, QNB Indonesia views that the banking business outlook stays on a positive growth path, despite facing global and domestic economic dynamics that still require vigilance. National economic stability, more measured monetary policy direction, and government efforts to encourage real sector growth are supporting factors for increasing banking intermediation activity.

The Bank sees these growth opportunities primarily in financing top-tier corporate clients as well as with increased focus on conglomerates, multinational corporations (MNCs), and state-owned enterprises (SOEs, which have strong fundamentals, in line with the increasing need for funding for business expansion and optimisation of the business value chain. Meanwhile, strengthening the funding base through efficient funding structure management remains a key focus to maintain competitiveness and sustainable performance.



Marketing aspect

Marketing strategy

In facing the increasingly fierce competition in the banking industry, QNB Indonesia applies an integrated and focused marketing strategy to strengthen its competitive position and drive sustainable business growth. The Bank directs its marketing efforts primarily toward deepening relationships with large corporate and institutional segments through a personalised and relevant financial solutions approach, including sophisticated and integrated digital banking services such as Corporate Internet Banking, API, and virtual account to meet customers' real-time transaction and cash management needs.

Furthermore, QNB Indonesia leverages strategic partnerships with business players and premium brands to expand its network and increase added value for customers, such as collaborating with retail partners to provide exclusive offers to premium customers. This aims to increase the attractiveness of the Bank's products and services and build customer loyalty across various market segments.

Digital transformation is also a key pillar of its marketing strategy, where the Bank continues to enhance its digital capabilities to facilitate service access and enhance customer experience. The implementation of digital channels is expected to not only strengthen customer acquisition but also increase customer engagement through practical and efficient service features.

QNB Indonesia's marketing strategy aligns with the full support of QNB Group, which strengthens its resource capabilities and product offerings, while maintaining good corporate governance and prudent risk management as the foundation for the long-term implementation of this marketing strategy.

Market share

Within the context of national banking industry, QNB Indonesia implements a strategy focusing on strategically selected business segments, with a selective and targeted growth approach. This focus reflects the Bank's commitment to developing a quality business portfolio, aligned with market characteristics and the needs of its prioritise customers.

Nevertheless, the Bank continues to strengthen its position by developing fundamentally strong corporate and institutional business, supported by synergies with QNB Group, and implementing a prudent growth strategy. This approach is expected to sustainably increase the Bank's contribution to its key focus market segments, while maintaining asset quality and sound financial performance.



Dividend policy and distribution

Dividend policy and distribution

Provisions regarding the Company's dividend distribution refer to the Articles of Association and applicable laws and regulations. Dividend distribution is determined by the Annual General Meeting of Shareholders (GMS), by considering the Company's financial capabilities. Until 2025, the Bank did not distribute dividends based on the 2025 AGMS Resolutions.

Taxation aspect

Tax payment publication

In carrying out its business activities, the Bank upholds compliance with laws and regulations, including tax regulations. The management of tax rights and obligations is carried out based on the principles of transparency and accountability.

Tax payment

As of 31 December 2025, the Company's tax contribution was recorded at IDR125.21 billion, an increase of IDR18.87 billion or 17.74% compared to that of the previous year of IDR106.34 billion.

Table of Tax Payment

Description	Total (in whole Rupiah)	
	2025	2024
Tax article 21	52,077,232,805	46,016,210,424
Tax article 23	2,046,242,494	1,717,681,937
Tax article 26	3,868,305,721	1,267,949,373
Tax article 4(2)	62,060,169,422	53,324,247,556
VAT	5,160,017,599	4,017,418,812
Total	**125,211,968,041**	**106,343,508,102**

Actual use of public offering proceeds

In 2023, the Bank conducted a Limited Public Offering VII (PUT VII) with Rights Issue (HMETD) for 14,721,362,381 shares. The proceeds from PUT VII, after deducting all related costs, have been used according to the plan to use the proceeds, as disclosed in the Prospectus. The remaining proceeds from PUT VII were fully utilised for working capital for loan growth, as stated in the Bank's Report on 14 July 2025, and summaries in the following table:

Table of actual use of public offering proceeds

No	Type of Public Offering	Issuer Name	Effective Date	Actual Value of Public Offering Proceeds				Plan to Use Proceeds		Actual Use of Proceeds		Remaining Public Offering Proceeds
				Total Public Offering Proceeds	Public Offering Fees	Net Actual Proceeds		For Working Capital in the Framework of Business Development in the Form of Credit Expansion	Total	For Working Capital in the Framework of Business Development in the Form of Credit Expansion	Total	
1	Limited Public Offering VII	BKSW	28 April 2023	3,680,340,595,250	3,437,466,214	3,676,903,129,036		3,676,903,129,036	3,676,903,129,036	3,676,903,129,036	3,676,903,129,036	0
	Total			**3,680,340,595,250**	**3,437,466,214**	**3,676,903,129,036**		**3,676,903,129,036**	**3,676,903,129,036**	**3,676,903,129,036**	**3,676,903,129,036**	**0**

Employee and/or management stock ownership program (ESOP/MSOP)

As of 31 December 2025, the Bank did not operate any Employee Stock Ownership Program (ESOP) and/or Management Stock Ownership Program (MSOP). Therefore, there is no related information presented in this Annual Report.

Material transaction information for investment, expansion, divestment, business merger/consolidation, acquisition, and debt/capital restructuring

As of 31 December 2025, the Bank did not engage in investment, expansion, divestment, business merger/consolidation, acquisition, or debt/capital restructuring. Therefore, there is no material information regarding investment, expansion, divestment, business merger/consolidation, acquisition, or debt/capital restructuring presented in this report.

Transactions with affiliated parties

Transaction review mechanism policy and compliance with related regulations and provisions

Transaction Review Mechanism Policy and Compliance with Related Regulations and Provisions
In carrying out its business activities, the Bank engages in transactions with related parties as defined in Statement of Financial Accounting Standards (PSAK) 224 on "Related Party Disclosures." The Bank is part of a business group that, in carrying out its operations, interacts and conducts transactions with related parties.

These transactions are conducted under terms and conditions agreed upon by each party, in accordance with terms, conditions, and economic benefits that are substantially comparable to transactions with third parties. The Bank also ensures that all transactions are conducted with due regard for the principle of prudence in accordance with generally accepted business practices.

The review mechanism for material transactions containing conflicts of interest and/or transactions with affiliated/related parties is conducted through an audit process by the Audit Committee, the results of which are then reported to the Board of Commissioners.

Throughout 2025, the Bank did not violate any laws and regulations related to material transactions containing conflicts of interest and/or transactions with affiliated/related parties.

Company or management commitment to material transactions containing conflicts of interest and/or transactions with affiliated parties

Regarding transactions with related parties, the transactions with related parties are conducted as defined in PSAK 224 "Related Party Disclosures" and Bapepam-LK Regulation No. KEP-347/BL/2012 dated 25 June 2012, on the Presentation and Disclosure of Financial Statements of Issuers or Public Companies. The Bank, through its Board of Directors, Board of Commissioners, and Audit Committee, ensures that all transactions have undergone adequate procedures, are carried out in accordance with generally accepted business practices, and comply with the arm's length principle.

Policy on affiliated/related party

The Bank conducts transactions with related parties in accordance with the definition outlined in PSAK 224. These transactions are conducted on terms agreed to by both parties, which may differ from other transactions with unrelated parties.

Parties defined as related parties under PSAK 224 are:

1. person or close member of a person's family is related to a reporting entity if that person:
   a. Has control or joint control over the reporting entity;
   b. Has significant influence over the reporting entity; or
   c. Is a member of the key management personnel of the reporting entity or a parent of the reporting entity.

2. An entity is related to a reporting entity if any of the following conditions apply:
   a. The entity is a member of the same group with the reporting entity;
   b. It is an associate or joint venture of the entity (or the associate or joint venture is a member of a group of which the entity is a member);
   c. The entity is a joint venture of the same third party with another entity;
   d. An entity that is a joint venture of a third party and another entity that is an associate of the third entity;
   e. An entity that is a post-employment benefit plan for the benefit of employees of the reporting entity or an entity related to the reporting entity. If the reporting entity administers the plan, the sponsoring entity is also related to the reporting entity;
   f. An entity that is controlled or jointly controlled by a person identified in (1) above;
   g. A person identified in (1)(a) that has significant influence over the entity or is a member of the key management personnel of that entity.

Name, nature of relationship, and realisation of transactions with affiliated/related parties

The names, nature of relationships, and details of transactions between the Bank and material related parties can be found in Note 36 in the Audited Consolidated Financial Statements in this report.

Board of Directors' statement on affiliated party transactions

As a form of transparency and compliance with reporting standards, the Board of Directors confirms that the Bank conducts transactions with related parties as defined in PSAK No. 7 "Related Party Disclosures." Every affiliated transaction is conducted based on prudence principle and through adequate procedures to ensure that its implementation follows the generally accepted business practices, including the application of the arm's-length principle.

Role of the Board of Commissioners and Audit Committee in affiliated transactions

The Board of Commissioners and Audit Committee play a crucial role in ensuring that every affiliated transaction is conducted in accordance with generally accepted business practices, including the application of the arm's-length principle. Oversight is conducted through a systematic review process at each stage of the transaction to ensure compliance with the Company's regulations and internal policies.

Statement regarding regular, recurring, and/or continuing operating revenue.

In support of a business strategy focused on sustainable growth, the Bank conducts affiliated transactions to strengthen its operating revenue performance. These transactions are conducted regularly, repeatedly, and consistently, based on the principles of good corporate governance. Each transaction prioritise transparency, accountability, and compliance with applicable regulations, thereby maintaining operational integrity and protecting stakeholder interests. Through this mechanism, the Bank encourages the creation of synergies with affiliates, increases operational efficiency, and provides sustainable added value.



Amendments to regulations affecting the company

Amendments to regulations that occurred in 2025 had a significant impact on the operational and financial performance of QNB Indonesia. The following is information regarding these regulatory amendments and their impacts on the Bank:

Table of Amendments to Regulation that Impact the Company

Amendments to Regulations	Date Established	Explanation	Impact on the Company
SEOJK No 5/ SEOJK.04/ 2025	9 May 2025	Reporting Guidelines for Mutual Fund Sales Agents and Commercial Banks as Custodians	The issuance of this regulation serves as an integrated framework concerning the obligations of Mutual Fund Selling Agents (APERD) to submit Periodic Reports to the Financial Services Authority in a complete, accurate, current, and timely manner, covering annual reports and monthly reports.
SEOJK No. 14/ SEOJK.03/2025	24 June 2025	Implementation of Governance for Commercial Banks	For the implementation of good governance, the Bank must conduct self-assessments on a semi-annual basis, covering at least 16 (sixteen) factors, previously only 11 (eleven) factors of governance implementation assessment. This should be carried out comprehensively to evaluate the adequacy of governance implementation, enabling the Bank to promptly establish an action plan, which includes the necessary corrective actions in case there are still weaknesses in governance implementation, as an effort to improve and enhance the quality of governance implementation.
POJK No. 18 of 2025	4 August 2025	Transparency and Publication of Bank Reports	Regulation coverage including adjustment among others govern the statement of responsibility of the BoD and BoC regarding the Published Financial Report and Annual Financial Performance Information (annual report), requirement of Chartered Accountant certification for financial reporting officer or Executive Officer
POJK No. 19/2025	28 August 2025	Easy Access to Financing for Micro, Small and Medium Enterprises (UMKM)	This regulation covers governance, risk management, and funding plans for MSMEs. Banks are required to provide easy access to financing for MSMEs. Ease of Access to MSME Financing is provided by applying the principles of simplicity, accuracy, speed, affordability, and inclusivity. Therefore, banks must also have policies and procedures that regulate these matters.
POJK No. 24/2025	4 November 2025	Account Management in Commercial Bank	Newly classification of account i.e. inactive account, aside from active and dormant account. Bank is required to establish the policy and procedure; inform the customer of their account status; conduct tight supervisors against fraud and AML CFT CPF aspect to the inactive and dormant account.
POJK No. 22/2025	15 September 2025	Commercial Bank Reporting through OJK Online Reporting System (APOLO)	This POJK regulates the obligation of banks to submit reports online through the OJK reporting system (APOLO), which includes periodic reports and incidental reports, including the submission of unstructured reports that were previously submitted through SIPENA, which will be transferred to APOLO in 2026.
POJK No. 40 of 2025	19 December 2025	Use of Proceeds from the Public Offering	Regulating the report on the realisation of the use of funds from the public offering, as well as the announcement media and the language of the (Report on the Realisation of Fund Utilisation) LRPD announcement.
SEOJK No.31/ SEOJK.03/2025	28 November 2025	Reporting of Conventional Commercial Banks Through the OJK Reporting System	Regulating the guidelines for the implementation of reporting to the OJK through the OJK Reporting System (APOLO), which stipulates the types of reports that must be submitted by BUK, including periodic reports and incidental reports, along with provisions on data position, periodicity, and submission deadlines.
SEOJK No. 20/ SEOJK.08/2025	8 September 2025	Publication on Complaint Handling and Complaint Service Reports	Regulates the publication of complaint service procedures and complaint handling, as well as the forms of reports and the procedures for filling out complaint service reports. Appoints one member of the Board of Directors to be responsible for the preparation and submission of the Complaint Service Reports and ensures that the reports are submitted online, through the electronic reporting system for the supervision of PUJK behavior, education, and consumer protection, and must have access to the electronic reporting system.
POJK No.38 of 2025	18 December 2025	Lawsuit by the Financial Services Authority for Consumer Protection in the Financial Services Sector	Regulating the filing of lawsuits by the Financial Services Authority (OJK) for consumer protection in the financial services sector, which includes provisions regarding: the authority to file lawsuits, the objectives of the lawsuits, the implementation of the lawsuits, the execution of court decisions on the lawsuits, and the reporting of the execution of the decisions.
SEOJK No.26/ SEOJK.03/2025	19 November 2025	Internal Liquidity Adequacy Assessment Process for Commercial Banks	Regulates the Internal Liquidity Adequacy Assessment Process (ILAAP) in which the Bank needs to ensure that its liquidity management is in line with the level of risk taken (risk appetite) and the risk tolerance set by the Bank, as well as taking into account the impact of liquidity risk on the Bank's condition.
SEOJK No. 29/ SEOJK.03/2025	26 November 2025	Transparency and Publication of Conventional Commercial Bank Reports	Regulating the scope, format, and procedures for the preparation, announcement, and submission of publication reports by conventional commercial banks, as well as ensuring the submission of the Bank Publication Report uses the new format by referring to the Guidelines for the Preparation of Commercial Bank Publication Reports.

Amendments to Regulations	Date Established	Explanation	Impact on the Company
PADK No. 37/ PADK.08/2025	2 December 2025	Provision of Information and Communication of Information for Marketing Financial Products and Services	Regulating the provision of product and service information, the dissemination of information for marketing products and services, the Bank's cooperation with third parties in the provision and dissemination of information for marketing products and services, and the documentation of product and service information materials.
PADK No. 42/ PADK.03/2025	16 December 2025	Written Order for Handling Bank Issues through Merger, Consolidation, Acquisition, Integration, and/or Conversion	This POJK regulates the authority of the OJK to issue Written Orders to Banks to carry out and/or receive Mergers, Consolidations, Acquisitions, Integrations, and/or Conversions (P3IK) in the context of handling Bank issues, as well as provisions regarding the criteria, procedures, follow-up actions, implementation process, evaluation of compliance, and submission of reports to the OJK.
PADG No. 4 of 2025	28 February 2025	Export Earnings Foreign Exchange and Import Payment Foreign Exchange	Regulations concerning foreign currency export proceeds from natural resources (DHE SDA) that have been deposited by Exporters into a Special Foreign Currency Account for DHE SDA must continue to be maintained within the Indonesian financial system in specified amounts and for certain periods as stipulated in the Government Regulation regarding foreign exchange from the export activities of the utilisation, management, and/ or processing of natural resources.
PBI No. 9 of 2025	26 November 2025	Macroprudential Liquidity Incentive Policy	Regulations concerning the Macroprudential Liquidity Incentive Policy (KLM) implemented through the reduction of bank reserves at Bank Indonesia in order to meet the average rupiah reserve requirement obligations.
PADG No. 9 of 2025	27 March 2025	Institutions Supporting the Money Market and Foreign Exchange Market and Professions Supporting the Money Market and Foreign Exchange Market	Regulating the provisions for PUVA Support Institutions and PUVA Supporting Professions encompasses aspects of duties, obligations, and registration.
PADG No. 14 of 2025	30 June 2025	BI-Fast Payment Implementation	The second amendment to the Regulation of Board of Governors Members Number 17 of 2023. This regulation aims for BI-FAST participants to implement security standards that are aligned with current risk dynamics; in accordance with information system security aspects, cyber resilience, and information system security standards, as well as the obligation to have a fraud management system, intended as an effort to enhance transaction security and mitigate fraud risks in BI-FAST transactions.

Amendments to Regulations	Date Established	Explanation	Impact on the Company
PADG No. 24/2025	31 October 2025	Implementation of Real-Time Fund Settlement through BI-RTGS System	Strengthening and adjustments to certain aspects such as the management of the web-based BI-RTGS payment gateway, periodic reconciliation of BI-RTGS transactions, compliance with obligations related to information system security and cyber resilience, requirements to have an incident response and recovery team, and responsibility for the accuracy of Fund Settlement instructions and all information sent by the Bank to the Organiser through the BI-RTGS System.
PADG No. 21/2025	20 October 2025	Foreign Exchange Monetary Operation	Ensuring the implementation of Foreign Exchange Monetary Operations regulations is in accordance with the duties and authorities of Bank Indonesia in achieving the objectives of Monetary Operations. Regulations on Foreign Exchange Monetary Operations include provisions for Monetary Operations Participants, Intermediary Institutions, and other parties, including reporting obligations for conventional term deposit transactions in foreign currencies, settlement of conventional term deposit transactions in foreign currencies, settlement of Buy and Sell Swap transactions, and settlement of DNDF transactions.
PADG No. 23/2025	20 October 2025	Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Commercial Bank	The scope of the Regulation includes the obligations of RIM Current Accounts, the obligations of PLM, the procedures for fulfilling the obligations of RIM Current Accounts and PLM, the calculation of RIM, reporting obligations, and the procedures for imposing sanctions.
PADG No. 27 of 2025	1 December 2025	Regulations on the Implementation of Macroprudential Liquidity Incentive Policies	Regulates regarding the provision of the Macroprudential Liquidity Incentive Policy (KLM), data and reports for KLM calculation, submission of information to banks, and research and recalculation of KLM provision.
PADG No. 29 of 2025	16 December 2025	Amendment to PADG No. 21 of 2025 Concerning Foreign Exchange Monetary Operations	Regulates amendments to PADG No. 21 of 2025, including adjustments to the definition of working days, the expansion of types of foreign currencies for spot and forward transactions, the addition of regulations for executing spot transactions through an auction mechanism, adjustments to swap transaction regulations, and the addition of mechanisms for conducting spot and forward transactions through an auction mechanism in the event of abnormal conditions.
PADG No. 32 of 2025	24 December 2025	Payment System Industry Regulation	Regulates the framework for structuring the industry, classification of actors, activities, licensing/approvals, business planning, activity development, product development, and/or collaboration, supervision, ensuring that Banks conduct independent assessments of compliance with TIKMI (transactions, interconnection, competence, risk management, and information technology infrastructure), as well as submitting a Strategic Business Plan (SBP) and a Payment System Business Plan (RBSP).

Changes in accounting policies and their impact on the company

As part of its commitment to implementing regulatory-compliant reporting practices, the Bank prepares and presents financial statements in accordance with the Financial Accounting Standards (SAK) applicable in Indonesia, including all Statements and Interpretations issued by the Board of Indonesian Accounting Standards - Institute of Indonesia Chartered Accountants. The Bank has adopted and implemented both new and revised Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK). These changes in accounting policies are implemented in accordance with the provisions set forth in each standard and interpretation.

The following amendment and adjustment to the standards became effective for annual periods beginning on or after 1 January 2025, with early adoption permitted:

- Amendment to PSAK 221: “The Effects of Changes in Foreign Exchange Rates” regarding lack of exchangeability

The adoption of this amendment has been carried out in accordance with the respective transitional provisions of the standard.

The implementation of this standard did not have a significant impact on the amounts reported in the current period or prior periods.





5 Corporate governance



GCG foundations and policy

The Bank applies the principles of Good Corporate Governance (GCG) by developing systematic internal policies and procedures, ensuring that the quality of the Company's management remains well-maintained and can be improved in a measurable manner.

Foundation of corporate governance implementation

The implementation of GCG serves as a comprehensive foundation for the Bank in achieving solid performance, improving profitability, and creating sustainable value for all stakeholders. This approach also ensures business resilience and sustainability amid changes in the business environment.

To maintain its effectiveness, the Bank continuously refines its GCG practices to remain aligned with industry developments and regulatory requirements. All these efforts are carried out based on governance standards and guidelines established by OJK, as well as applicable laws and regulations, including but not limited to:

1. Law No. 10 of 1998 on the Amendments to Law No. 7 of 1992, as amended several times and most recently by Law No. 4 of 2023 on the Development and Strengthening of the Financial Sector;
2. Law No. 40 of 2007 on Limited Liability Companies, as last amended by Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation;
3. OJK Regulation No. 21/POJK.04/2015 dated 16 November 2015 on Guidelines for Implementation of Corporate Governance for Public Companies;
4. OJK Circular No. 32/SEOJK.04/2015 dated 17 November 2015 regarding Guidelines for Implementation of Corporate Governance for Public Companies;
5. OJK Regulation No. 45/POJK.03/2015 dated 23 December 2015, on Implementation of Governance in Providing Remuneration for Commercial Banks;
6. OJK Regulation No. 4/POJK.03/2016 dated 3 February 2016, regarding Financial Soundness Assessment for Commercial Banks;
7. OJK Circular Letter No. 14/SEOJK.03/2017 dated 17 March 2017, regarding the Assessment of the Health Level of Commercial Banks;
8. OJK Regulation No. 5 of 2024 dated 27 March 2024, regarding the Determination of Supervision Status and Handling of Commercial Bank Problems;
9. OJK Regulation No. 17 of 2023 dated 14 September 2023, regarding the Implementation of Governance for Commercial Banks;
10. OJK Circular Letter No. 14/SEOJK.03/2025 dated 24 June 2025, regarding the Implementation of Governance for Commercial Banks;
11. OJK Regulation No. 29/POJK.04/2016 dated 29 July 2016, regarding the Annual Report of Issuers or Public Companies;
12. OJK Circular Letter No. 9/SEOJK.03/2020 dated 30 June 2020, regarding Transparency and Publication of Conventional Commercial Bank Reports;
13. OJK Circular Letter No. 16/SEOJK.04/2021 dated 29 June 2021, regarding the Form and Content of the Annual Report of Issuers or Public Companies;
14. OJK Regulation No. 14/POJK.04/2022 dated 22 August 2022, regarding the Submission of Periodic Financial Reports of Issuers or Public Companies;
15. OJK Regulation No. 37/POJK.03/2019 dated 19 December 2019, regarding Transparency and Publication of Bank Reports;
16. OJK Regulation No. 33/POJK.04/2014 dated 8 December 2014, regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies;
17. OJK Regulation No. 18 of 2025 dated 4 August 2025, regarding transparency and publication of bank reports;
18. OJK Circular Letter No. 29/SEOJK.03/2025 dated 26 November 2025, regarding transparency and publication of conventional commercial bank reports;
19. OJK Regulation No. 46/POJK.03/2017 dated 12 July 2017, regarding the Implementation of Compliance Functions for Commercial Banks;
20. OJK Regulation No. 18/POJK.03/2016 dated 16 March 2016, regarding the Implementation of Risk Management for Commercial Banks;
21. OJK Circular Letter No. 34/SEOJK.03/2016 dated 1 September 2016, regarding the implementation of risk management for commercial banks.

Furthermore, several internal charters serve as corporate governance guidelines within the Bank, namely:

1. Good Corporate Governance Charter;
2. Board of Commissioners Charter;
3. Board of Directors Charter;
4. Audit Committee Charter;
5. Remuneration and Nomination Committee Charter;
6. Risk Oversight Committee Charter; and
7. Internal Audit Charter.



GCG implementation objectives

The Bank implements GCG comprehensively to uphold governance discipline and ensure that every business process adheres to principles that protect the interests of the Bank and its Shareholders. The objectives of this implementation include:

1. Achieving sustainable growth at all levels of the organisation, including the Board of Commissioners and the Board of Directors, members of the Bank Committees, Executive Officers, and Bank employees, within a management system based on five fundamental principles of good governance, grouped into three aspects, namely governance structure, governance process, and governance outcome, in accordance with the Financial Services Authority regulations concerning the assessment of a Bank's health level;
2. Empowering the functions and independence of each governing body, namely the General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors;
3. Encouraging Shareholders, members of the Board of Commissioners, and members of the Board of Directors to make decisions and take actions based on principles of high moral standards and compliance with laws and regulations;
4. Promoting awareness of the Bank's social responsibility, particularly regarding the environmental and social interests of the communities where the Bank operates.
5. Enhancing the competitiveness of the Bank, domestically and internationally, to increase market confidence, thereby stimulating investment flows and sustainable national economic growth.
6. The Bank implements the principles of Good Corporate Governance across all business activities, in compliance with Financial Services Authority (OJK) regulations governing commercial bank products and other activities carried out by the Bank, including the procurement of goods and/or services, employee recruitment processes, and the distribution of social and environmental responsibility funds.

GCG principles

The Bank continuously enhances the quality of its GCG implementation based on the principles of Transparency, Accountability, Responsibility, Independence, and Fairness. Guided by these principles, the Bank upholds the implementation of GCG through a firm commitment to:

1. Consistently ensuring that its business activities prioritise the principle of transparency;
2. Establishing performance assessment indicators that align with corporate values, business objectives, and strategies, thereby reflecting the Bank's accountability;
3. Enhancing practices grounded in prudent banking principles and ensuring compliance with all applicable regulations as a manifestation of the Bank's responsibility;
4. Making decisions independently, objectively, and free from any conflict of interest; and
5. Continually considering the interests of all stakeholders based on the principle of fairness and equality.

The following is an explanation of each GCG principle implemented by the Bank:

GCG Principles	Description	Implementation at the Bank
Transparency	Preserve and maintain objectivity in business practice, the Bank shall provide material and relevant information that is easily accessible and comprehensible to stakeholders. To take the initiative to disclose not only issues mandated by laws and regulations, but also other information deemed necessary by Shareholders, creditors, and other stakeholders for their decision-making.	1. Disclosure of information in a timely, appropriate, clear, accurate, and comparable manner, making it accessible to stakeholders in accordance with their rights. 2. Disclosure of information which includes but not limited to the Bank's vision, mission, business targets and strategy, financial condition, composition and compensation of the management, controlling shareholders, shares owned by members of the Board of Directors and Board of Commissioners and their family members in the company and other companies, risk management system, oversight and internal control system, GCG structure and mechanism and its level of compliance, and important events that may affect the condition of the Bank. 3. Fulfilment of provisions on confidentiality in accordance with laws and legislation, professional confidentiality, and personal rights. 4. Formal written policies are proportionally communicated to stakeholders. 5. Conduct the General Meeting of Shareholders (GMS) in accordance with the provisions, with the resolutions published. 6. Prepare an annual report that is accessible to the public.
Accountability	Account for its performance transparently and fairly, and to manage business in a proper and measurable manner, such that it is aligned with the interest of the Bank by also considering the interest of shareholders and other stakeholders. Accountability is a prerequisite for achieving sustainable performance.	1. Clear definition of job descriptions and responsibilities of each organ and all employees that are in line with the Bank's vision, mission, corporate values, and strategy. 2. Assurance that all the Bank's organ and employees have the qualifications that fit their respective duties, responsibilities, and roles in GCG implementation. 3. Assurance of the existence of an effective internal control system within the Bank. 4. Establishment of performance indicators for all members of the Board of Directors and Board of Commissioners, as well as employees, that are consistent with the Bank's objectives, and the reward and punishment system. 5. Assurance that each organ of the Bank and all employees uphold the business ethics and code of conduct in executing their duties and responsibilities.
Responsibility	Comply with the applicable laws and regulations and fulfil its responsibility to the communities and environment for the purpose of maintaining long-term sustainability of the business and to be recognised as a good corporate citizen.	1. Assurance that all the Bank's organs apply prudent banking principles and comply with the laws and regulations, its articles of association, and internal regulations. 2. Fulfilment of social responsibility by having an awareness of the environmental and societal interests of the communities in which the Bank operates through appropriate planning and implementation to address the issues.
Independency	Accelerate the implementation of the GCG principles by operating independently with an appropriate balance of power, in such a manner that no single organ shall dominate the other and that no intervention from other party shall exist.	1. Assurance that each organ precludes any party's domination, is free from the influence of any certain interest, avoids conflict of interest and any influence or pressure, so that decision-making can be carried out objectively. 2. Assurance that each organ exercises its functions and duties in accordance with the Articles of Association and the laws and regulations, not dominating each other and or shifting responsibility to others.
Fairness	Always consider the interests of shareholders and other stakeholders based on a fairness principle in conducting business activities.	1. Opportunities for stakeholders to provide input and opinions in the interest of the Bank and establish access to the Bank's information in accordance with the transparency principle and within the scope of their respective capacities. 2. A fair and equitable treatment of stakeholders in accordance with the benefits and contributions given to the Bank. 3. Equal opportunity in the recruitment of employees, in career development and for employees to carry out their duties professionally.

GCG roadmap

The Bank adopts a governance roadmap as a long-term guideline to ensure that the strengthening of GCG is carried out systematically. The roadmap comprises three strategic phases, namely Corporate Governance Commitment, Good Governed Company, and Good Corporate Citizen, designed to guide the continuous refinement of policies, oversight processes, and performance evaluation.

Roadmap GCG QNB Indonesia

1	2	3
Corporate Governance Commitment	Good Governed Company	Good Corporate Citizen
Commitment The Bank complies with various GCG guidelines with the support of integrated risk management and compliance.	**System** The Bank conducts its operational activities effectively by enhancing compliance with applicable laws and regulations as well as the generally accepted ethical values in the banking industry, and by adhering to the principles of Good Governance as stipulated in the OJK Regulation on the Governance of Commercial Banks.	**Culture** The Bank is accepted as part of the community through a holistic and sustainable CSR approach, taking into account the interests of shareholders and stakeholders.

GCG mechanism

To ensure that the implementation of Good Corporate Governance (GCG) principles is consistent and effective across all operational activities, the Bank implements a series of structured and comprehensive governance mechanisms. These mechanisms are established through various charters and internal policies that serve as the primary foundation for supervisory oversight, control, and organisational integrity.

These GCG instruments include the Good Corporate Governance Charter, the Code of Conduct (Ethics Code), the Board of Commissioners Charter, the Board of Directors Charter, the Remuneration and Nomination Committee Charter, the Audit Committee Charter, as well as the Risk Monitoring Committee Charter. In addition, the Bank enforces various strategic policies, including the Communication Policy with Shareholders and Investors, the Conflict of Interest and Insider Transaction Policy, the Disclosure and Transparency Policy, the QNB Indonesia Stakeholder Rights Policy, the QNB Indonesia Corporate Secretary Policy, the Personal Data Protection Policy, the Compliance Collated Policy, the Anti-Money Laundering Policy, the Prevention of Terrorism Financing and the Prevention of Proliferation of Weapons of Mass Destruction Policy, the Internal Audit Policy, Financial Accounting Policy, Risk Management Policy, Funding Policy, Information Technology Policy, Human Resources Policy, the Whistleblowing Policy, the Anti-Fraud Policy, the Anti-Bribery and Corruption Policy, the Chinese Walls Policy, and the Consumer Protection Policy, General Compliance Policy, Cybersecurity Policy, Sanctions Policy, Common Reporting Standard (CRS), Politically Exposed Persons (PEP) Policy, Sustainability Policy, Foreign Account Tax Compliance Act (FATCA) Policy, Know Your Customer (KYC) Policy, Fraud Investigation Policy.

The comprehensive implementation of this mechanism not only reinforces governance discipline in every business process and interaction with stakeholders but also ensures the sustainable achievement of the Bank's long-term strategic objectives, including:

1. Reducing capital costs;
2. Increasing value for shareholders while consistently considering the interests of all stakeholders based on principles of fairness and equity;
3. Gaining support from stakeholders to enable sustainable operation and growth;
4. Enhancing practices based on banking prudence principles and ensuring compliance with all applicable regulations as a manifestation of the Bank's responsibility.



GCG programmes in 2025

The Bank prioritises strengthening governance through a series of structured and measurable GCG programmes to ensure improved quality of oversight, compliance, and business process integrity. All initiatives are developed in alignment with the Indonesian Banking GCG Guidelines and are designed to reinforce a governance foundation that is adaptive to industry dynamics and regulatory requirements.

Through policy refinement, enhanced control mechanisms, and the strengthening of ethical culture across all levels of the organisation, the Bank ensures that governance implementation not only meets minimum standards but also creates added value for stakeholders. The GCG Programme implemented in 2025 include:

1. The Bank has prepared and reviewed the GCG Charter, the Audit Committee Charter, the Remuneration & Nomination Committee Charter, the Risk Monitoring Committee Charter, the Internal Audit Charter, and the Division of Duties and Authorities of the Board of Directors, as well as the Self-Assessment Policy on the performance of the Board of Commissioners and the Board of Directors.
2. The Bank has established committees under the Board of Commissioners, namely the Risk Monitoring Committee, the Audit Committee, and the Remuneration & Nomination Committee, each of which has a Charter serving as the Guideline and Procedures for the Committees as stated in point 1 above and reviewed periodically.
3. The Board of Commissioners has established a Charter as a Guideline and Rules of Conduct for the Board of Commissioners, as outlined in the Commissioners' Charter, which binds each member of the Board of Commissioners. This includes accountability, structure and membership, membership criteria, independent commissioners, term of office, duties and responsibilities, authority, work ethics, work values, working hours, meetings, reporting, and the accountability of the Board of Commissioners, as well as aspects of transparency.
4. The Bank has established committees under the Board of Directors, namely the Risk Management Committee, Credit Committee, Remedial Credit Committee, Human Resources Committee, New Products and Activities Committee, Asset and Liability Committee, Information Technology Committee, Procurement Committee, Fraud Monitoring Committee, Credit Policy Committee, Operational Risk Committee, Early Alert Committee, AML-CFT Committee, UCan Product Committee, Governance, Risk and Compliance Committee, Artificial Intelligence (AI) Committee, Information Security Committee, as well as the Environmental, Social, and Governance (ESG) Committee.
5. The Board of Directors has established a Charter as a Guideline and Rules of Conduct for the Board, as stated in the Board Charter, which is binding on each member of the Board. This includes accountability, structure and membership, membership criteria, independent directors, term of office, duties and responsibilities, authority, work ethics, work values, working hours, temporary replacement of the compliance director, meetings, reporting and accountability, as well as aspects of transparency.
6. The Bank has reviewed several existing policies while continuing to comply with applicable regulations and laws in Indonesia, and adjusted them in accordance with QNB Group policies, while still adhering to the provisions of the Regulatory Authority, including Disclosure & Transparency, Conflict of Interest and Insider Dealing, Stakeholder Rights Policy, Anti-Bribery and Anti-Corruption Policy, Whistleblowing Policy, General Compliance Policy, Communication Policy with Shareholders and Investors, FATCA Policy, CRS Policy, Sanctions Policy, Anti-Fraud Policy, KYC Policy, Chinese Walls Policy, Anti-Bribery and Corruption Policy, and Data Protection Policy.

GCG assessment

GCG plays a strategic role in ensuring the health and sustainability of the Bank's operations, in line with the assessment parameters set by the regulator. The Bank continues to strengthen its commitment to implementing governance through comprehensive adjustments to GCG practices to align with POJK No. 17 of 2023 and SEOJK No. 14/SEOJK.03/2025 regarding the Implementation of Governance for Commercial Banks.

The implementation of the principles of Good Corporate Governance is placed on par with the assessment of risk profile, profitability, and capital adequacy. To meet these standards, the Bank ensures the implementation of Good Governance within the Bank, covering at least five (5) principles, namely the principles of transparency; accountability; responsibility; independence; and fairness, which are realised through a self-assessment mechanism conducted every six (6) months and covering at least 16 assessment factors. The self-assessment is carried out comprehensively and is grouped into three (3) governance aspects, namely governance structure, governance process, and governance outcome.

Based on the results of the GCG self-assessment for the second semester of 2025, as listed in the GCG Assessment Matrix, the Bank maintains a level 2 rating with the predicate 'Good.' The details of the assessment results are presented in the following table:

No.	Assessment Factors	2025 Score	
		Semester 1	**) Semester II
1.	The implementation of duties, responsibilities, and authorities of the Board of Directors	1	1
2.	The Implementation of the duties, responsibilities, and authorities of the Board of Commissioners	1	1
3.	Completeness and Implementation of Committee Duties	2	2
4.	Handling Conflicts of Interest	1	2
5.	Implementation of the Compliance Function	2	2
6.	Implementation of the Internal Audit Function	2	2
7.	Implementation of the External Audit Function	1	1
8.	Implementation of Risk Management, including the Internal Control System	2	2
9.	Provision of remuneration	*)N/A	2
10.	Provision of Funds to Related Parties and Provision of Large Exposure	2	2
11.	Integrity of reporting and information technology systems	2	2
12.	Bank's Strategic Plan	2	2
13.	Shareholder aspects	*)N/A	2
14.	Implementation of anti-fraud strategies, including anti-bribery measures	*)N/A	2
15.	Implementation of sustainable finance, including the application of social and environmental responsibility	*)N/A	2
Composite Score Based on the Bank's Self-Assessment		2	2

*) These factors still refer to the previous OJK regulation, which is not included as an assessment factor.
**) The assessment factors for the second semester of 2025 refer to the latest OJK regulation, which effectively start to the position as of December 2025.

Summary of governance self-assessment composite score calculation

Based on the above self-assessment results, the implementation of governance at QNB Indonesia reflects the management's consistency in applying GCG principles effectively and measurably. This achievement reaffirms the management's commitment to governance quality, where any findings or potential weaknesses are promptly addressed through swift, systematic actions grounded in prudence to ensure the integrity of decision-making processes and the effectiveness of internal control.

1. Governance Structure
   Positive factors in the aspects of the Bank's governance structure are:
   a. The Bank's organisational structure is in accordance with applicable regulations, namely in terms of composition, independence, appointment/dismissal and quality of human resources for the Board of Commissioners, Board of Directors, Board of Commissioners' Committees, including the completeness of independent parties, Compliance Working Unit, Internal Audit Unit (SKAI), and the Risk Management Unit, as follows:
      - The number, composition, criteria, and independence of the Board of Directors comply with OJK regulations.
      - The number, composition, criteria, and independence of the members of the Board of Commissioners comply with OJK regulations.
      - The establishment, structure, and membership of the Audit Committee, Risk Oversight Committee, and Remuneration & Nomination Committee are in accordance with applicable regulations.
      - The Board of Commissioners, Board Committees, Board of Directors, Senior Management, and Executive Officers, as well as employees, take necessary measures to avoid conflicts of interest.
      - Active supervision by the Board of Directors and Commissioners has been implemented effectively and sustainably.

   b. The Bank has various policies, systems, and procedures for resolving conflicts of interest as stated in the Articles of Association, Good Corporate Governance Charter, Board of Commissioners' charter, Board of Directors' charter, Conflict of Interest and Insider Transaction Policy, Disclosure and Transparency Policy, Stakeholder Rights Policy, Anti-Bribery and Corruption Policy, Audit Committee Charter, Risk Oversight Committee Charter and Work Guidelines, Remuneration and Nomination Committee Charter, Board of Directors' Decree on QNB Values, one of which being "Professionalism with Integrity" (which states that we are constantly improving our competence and behaviour so that we can be relied upon to provide the expected results, and that we are honest, fair, and responsible), the Board of Directors' Decree on Procedures related to Gifts and Hospitality and other internal policies, as well as a Statement in the Integrity Pact.
   c. Strengthening the governance structure through the establishment of policies and procedures on the implementation of personal data protection as a guideline for QNB Indonesia, including the monitoring of data protection by design and by default, data security, and data subject rights.
   d. The Bank has established a dedicated unit, Financial Reporting Risk (FRR), under the Risk Directorate, responsible for preventing fraud or manipulation in the Bank's financial information and/or financial statements, as part of Internal Control over Financial Reporting (ICOFR).
   e. The Bank has implemented an Anti-Fraud and Anti-Bribery & Corruption (ABC) Strategy, which includes, among others:
      - Implementation of Fraud Prevention Strategy
      - Implementation of Fraud Detection Strategy
      - Implementation of Fraud Investigation Strategy, and
      - Implementation of Fraud Monitoring Strategy

2. Governance process
   Positive factors in the Bank's governance process aspects are:
   a. The duties, functions, and responsibilities of all lines and functions in the Bank were properly carried out, including the implementation of transparency with respect to the Board of Commissioners and Board of Directors, as well as the Bank's employees, implementing a culture of compliance, implementing whistleblowing and anti-fraud, increasing risk awareness, and adequate internal control.
   b. The Bank has also implemented periodic transparency of its financial and non-financial conditions to stakeholders in accordance with applicable regulations, ensured transparency of the Bank's product information, and implemented consumer protection through adequate and easily accessible media for customers and the general public.
   c. There were no transactions involving conflicts of interest and no decision-making that could adversely affect or reduce the Bank's interests. Should such circumstances arise, they will be properly administered and documented in accordance with applicable regulations.

d. having a financial reporting process with integrity to ensure the truthfulness, accuracy, and transparency of the Financial Information and Financial Statements produced.

Negative factors relating to the Bank's governance process are as follows:
a. Although not material, certain weaknesses and findings from both internal and external parties remain present across various processes within work units. Nevertheless, the Bank and Management continue to undertake improvements across multiple areas, particularly in credit activities, operations, IT risk, and enterprise-wide processes.
b. Several work units have yet to be supported by modern and integrated systems to adequately enhance the quality of daily operations. As a result, the potential for operational risks arising from human factors and internal processes remains relatively vulnerable.

3. Governance outcome
Positive factors in the Bank's governance outcome aspects are:
a. For recurring findings, the Bank followed up by carrying out comprehensive refinements, including improving processes, products, and increasing the risk awareness of Bank employees through dissemination and training. The follow-up process has been carried out thoroughly and continuously.
b. The Bank has endeavored to achieve optimal performance, resulting in a positive Profit Before Tax (PBT) in 2025, which is believed to be sustainable and expected to continue improving. Although the Profit After Tax in 2025 is negative, this is due to a significant charge of Deferred Tax Assets (DTA) this year.

Negative factors relating to the Bank's governance outcomes are as follows:
Although not material, the Bank was subject to certain regulatory penalties imposed by the Financial Services Authority (OJK) and Bank Indonesia. However, the root causes of such penalties were promptly addressed and remediated by the Bank.

GCG structure

General meeting of shareholders

The general meeting of shareholders (GMS) is one of the highest governing bodies within the corporate governance structure. The GMS serves as a forum for shareholders to make key decisions transparently regarding the continuity of the Company's operations. Through the GMS, shareholders may exercise their rights in accordance with applicable laws and regulations.

The GMS consists of the Annual GMS (AGMS) and the Extraordinary GMS (EGMS). The Annual GMS must be convened no later than six months after the end of the fiscal year, unless otherwise determined by the OJK under certain conditions. The other type of GMS is the Extraordinary GMS (EGMS), which may be held at any time as needed.

Holding of 2025 GMS

Throughout 2025, the Company held 1 (one) GMS, held on 22 April 2025.

The stages of organising the 2025 Annual GMS were as follows:
- Notification to OJK: 5 March 2025
- AGMS Announcement: 12 March 2025
- AGMS Invitation: 27 March 2025
- AGMS Implementation Date: 22 April 2025
- AGMS Resolution Announcement: 24 April 2025
- AGMS Minutes Submission: 7 May 2025

The 2025 AGMS was attended physically by 4 members of the Board of Commissioners and 4 members of the Board of Directors, as well as shareholders and their proxies representing 32,196,937,962 shares (equivalent to 91.58% of the total shares with valid voting rights issued by the Bank).

The following presents the details of the agenda items, resolutions, and compliance with the GMS resolutions:

Agenda		AGMS Resolution	Implementation Status
First Item	To approve the Annual Report (including the Board of Directors' Report, the Board of Commissioners' Supervisory Report, and the ratification of Financial Statements for the fiscal year ended on 31 December 2024).	1. Accepted and approved the Bank's Annual Report for the fiscal year ending 31 December 2024, including the Report of the Board of Directors and the Report on the Supervision of the Board of Commissioners. 2. Received, approved, ratified the Company's Financial Statements for the fiscal year ending 31 December 2024, which have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (EY) pursuant to Report Number 00121/2.1032/AU.1/07/1681-2/1/II/2025 dated 28 February 2025 "fairly, in all material respects, the financial position of PT Bank QNB Indonesia Tbk as of 31 December 2024, and its financial performance and cash flows for the year ended, in accordance with Indonesian Financial Accounting Standards," thereby granted full release and discharge (acquit et de charge) to all members of the Company's Board of Directors and Board of Commissioners for their management and supervisory duties performed during the 2024 fiscal year, to the extent that such actions are reflected in the Financial Statements for the 2024 fiscal year, and do not constitute a criminal offense, provided that such release and discharge shall not apply to any member of the Board of Directors and/or the Board of Commissioners who is proven, or will be proven, to have acted beyond their authority (ultra vires).	Implemented in 2025
Second Item	To determine the appropriation of the Bank's net profit for the fiscal year ended 31 December 2024.	Approved the appropriation of the Bank's net profit for the fiscal year ended 31 December 2024, amounting to IDR55,638,012,414, to strengthen the Bank's capital. Accordingly, for the 2024 fiscal year, the Bank did not distribute cash dividends to shareholders.	Implemented in 2025
Third Item	To appoint a Public Accountant and/or Public Accounting Firm to audit the Bank's Financial Statements for the 2025 fiscal year and determine the honorarium for the Public Accountant and other terms of appointment.	1. Approved the delegation of authority to the Bank's Board of Commissioners to appoint and determine the honorarium of an Independent Public Accountant in carrying out an audit of the Bank's Financial Statements for the fiscal year ending 31 December 2025, based on the following criteria: a. The Public Accountant must be registered under OJK; b. The Public Accountant must have the competence to meet the deadlines set by the Company; c. The appointment must align with the recommendations of the Company's Audit Committee; d. The honorarium and other appointment requirements for the Public Accounting Firm must be determined competitively and reasonably; and e. The appointment must not contravene prevailing laws and regulations. 2. Authorised the Board of Commissioners to determine the honorarium and other terms for the Public Accountant, as well as to appoint a replacement Public Accountant from the same Public Accounting Firm and to dismiss the previously appointed Public Accountant if, for any reason, they are unable to complete the audit of the Bank's Financial Statements for the fiscal year ending 31 December 2025.	Implemented in 2025

	Agenda	AGMS Resolution	Implementation Status
Fourth Item	To determine the honorariums/salaries and other allowances for the members of the Board of Directors and Board of Commissioners for the 2025 fiscal year.	1. Approved the delegation of authority to the Company's Controlling Shareholder, Qatar National Bank (Q.P.S.C.), to determine the amount of salaries or honorarium, service fees, and other benefits for all members of the Company's Board of Commissioners for the 2025 fiscal year, considering the recommendations of the Company's Remuneration and Nomination Committee. 2. Approved the delegation of authority to the Company's Board of Commissioners to determine the amount of salaries, service fees, and other benefits for all members of the Company's Board of Directors for the 2025 fiscal year, considering the recommendations of the Company's Remuneration and Nomination Committee.	Implemented in 2025
Fifth Item	To approve the Company's Recovery Plan.	1. Approved the Company's Recovery Plan as set out in the Recovery Plan of QNB Indonesia, which has been recorded in OJK's supervisory administration pursuant to OJK Letter No. S-36/PB.32/2025 dated 14 February 2025 regarding the Improvement of the Company's 2024 Recovery Plan. 2. Approved the granting of power and authority to the Company's Board of Directors, subject to prior approval from the Board of Commissioners, in relation to the implementation of the Company's Recovery Plan, effective as of the date the proposal was received and approved by the Meeting.	Implemented in 2025
Sixth Item	Realisation Report of the Use of Proceeds from the Limited Public Offering VII Year 2023.	It was for reporting purposes only, and no resolutions were made. The realisation and intended use of the funds were entirely in accordance with the Prospectus of the Limited Public Offering VII of QNB Indonesia Year 2023.	Implemented in 2025

Implementation of 2024 GMS Resolutions

All resolutions of the 2024 AGMS and EGMS were fully implemented within the same year, as documented in the 2024 Annual Report and published on the Bank's official website.

Board of Commissioners

The Board of Commissioners is a Bank organ tasked with carrying out general and/or specific supervision according to the Articles of Association and providing advice to the Board of Directors.

The Board of Commissioners' members are individuals who meet OJK's requirements and are required to maintain high standards of integrity, competence, and professional reputation throughout their term of office.

Board of Commissioners charter

The Board of Commissioners has a Charter that serves as a guideline and code of conduct governing all its members. The Bank's Board of Commissioners' charter No. 1/04/001.04/III/2024, updated and enacted on 7 March 2024, regulates various key matters, including structure and membership, criteria and composition, term of office, duties and responsibilities, authorities, work ethics, work culture, accountability, meetings, reporting and accountability mechanisms, transparency, working relations between the Board of Commissioners and the Board of Directors, as well as closing provisions.

Appointment and/or replacement or dismissal

Any proposal for the appointment, replacement, or dismissal of members of the Board of Commissioners to the GMS shall consider the recommendation of the Remuneration & Nomination Committee. The appointment or replacement process is carried out by prioritising professionalism, independence, competency alignment, and diversity that support the execution of the duties and responsibilities of the Board of Commissioners. All procedures related to the appointment, replacement, or dismissal of members are regulated in the Board of Commissioners' charter.

Composition & membership

The Bank's Board of Commissioners, consisting of four members, fully complies with the provisions of POJK Number 17 of 2023 on the Implementation of Governance for Commercial Banks, which stipulates a minimum of three members and a maximum equal to the number of the Board of Directors. Two members are domiciled in Indonesia, and half of the total members serve as Independent Commissioners.

In 2025, there were no changes to the Board of Commissioners' composition or membership. Accordingly, the Board of Commissioners' composition as of 31 December 2025 is as follows:

Composition of the Board of Commissioners as of 31 December 2025

Name	Position	Most Recent Legal Basis of Appointment	BI/OJK Approval	Term of Office
Fatma Al-Suwaidi	President Commissioner	AGMS on 30 May 2024 (Initially appointed at the EGMS on 17 December 2020)	4 June 2021	June 2021-August 2021 2021-2024 2024-2027
Khalid Al-Sada	Commissioner	AGMS on 30 May 2024 (Initially appointed at the AGMS on 26 June 2019)	11 October 2019	2019-2021 2021-2024 2024-2027
Djoko Sarwono	Independent Commissioner	AGMS on 30 May 2024 (Initially appointed at the EGMS on 9 October 2015)	11 November 2015	2015-2018 2018-2021 2021-2024 2024-2027
Muhammad Anas Malla	Independent Commissioner	AGMS on 30 May 2024 (Initially appointed at the EGMS on 16 September 2011)	24 November 2011	2011-2012 2012-2015 2015-2018 2018-2021 2021-2024 2024-2027

Orientation programme

The Bank has an orientation programme for newly appointed members of the Board of Commissioners. This aims to provide an understanding of the Bank's vision, mission, and values, as well as the duties and responsibilities, code of ethics, organisational structure, and the working guidelines and procedures of the Board of Commissioners, to ensure that the supervisory and advisory functions are carried out effectively.

Throughout 2025, there were no changes in the composition or new members of the Board of Commissioners, and thus, the Bank did not hold the orientation programme.

Training

The Bank is committed to ensuring that the Board of Commissioners maintains optimal capability in strategic oversight and decision-making. Throughout 2025, members of the Board of Commissioners participated in a series of training programmes designed to enhance their insights, competencies, and understanding of industry developments and leading corporate governance practices, as follows:

Name	Training and Education Materials	Venue and Date	Organiser
Fatma Al-Suwaidi	Risk Management Certification Refresher Programme Level 6	Bali, 24 - 25 April 2025	Indonesian Banker Association
Khalid Al-Sada	Risk Management Certification Refresher Programme Level 6	Bali, 24 - 25 April 2025	Indonesian Banker Association
Djoko Sarwono	• Risk Management Certification Refresher Programme Level 6; • AI Training	• Bali, 24 - 25 April 2025; • Jakarta, 26 August 2025	• Indonesian Banker Association • Toronata Tambun, Lecturer at a reputable State University of Technology
Muhammad Anas Malla	• Risk Management Certification Refresher Programme Level 6; • AI Training	• Bali, 24 - 25 April 2025; • Jakarta, 26 August 2025	• Indonesian Banker Association • Toronata Tambun, Lecturer at a reputable State University of Technology

Independence

An Independent Commissioner is a member of the Board of Commissioners who has no financial, management, share ownership, and/or familial relations with members of the Board of Directors, members of the Board of Commissioners, or the controlling shareholder, including the ultimate controlling shareholder. In addition, Independent Commissioners must not have any relations with the Bank that could affect their ability to act independently.

Independent Commissioners are required to possess adequate and relevant knowledge in the banking sector, as well as significant experience in banking and/or finance.

As of 31 December 2025, the Bank's Independent Commissioners consist of 2 (two) members, in accordance with the requirement of a minimum of 50% of the total members of the Board of Commissioners. Both Independent Commissioners have served for more than two consecutive terms. Their reappointment was based on the following considerations:

1. Performance assessment of the Independent Commissioners;
2. Assessment by the Board of Commissioners' meeting confirming that the Independent Commissioners continue to act independently;
3. Assessment by the Head of Internal Audit and the executive overseeing the human resources function, confirming that the Independent Commissioners remain capable of acting independently; and
4. Statement by the Independent Commissioner at the GMS regarding their independence.

Ownership of shares by members of the Board of Commissioners

Members of the Board of Commissioners are required to report any share ownership of 5% or more in the Bank, other banks, or other companies, both domestic and international. This report is updated annually and submitted promptly to the regulator whenever there is a change in share ownership.

As of 31 December 2025, none of the members of the Board of Commissioners owned more than 5% of the paid-up capital in the Bank, other banks, non-bank financial institutions, or other companies, whether domestic or international.

Concurrent positions

Members of the Board of Commissioners are prohibited from holding concurrent positions that are restricted under the prevailing laws and regulations. There are several positions that are not considered concurrent positions as per OJK regulations, provided that such roles do not result in the individual neglecting their duties and responsibilities as a member of the Board of Commissioners. Information regarding concurrent positions held by each member of the Board of Commissioners is presented in the Board of Commissioners Profile section of this Annual Report.



Financial or familial relations of Board of Commissioners members

The table below presents familial and financial relationships among members of the Board of Commissioners, Board of Directors, and Controlling Shareholder up to the Ultimate Controlling Shareholder.

Name	Familial Relations with						Financial Relations with					
	Board of Commissioners		Board of Directors		Controlling Shareholder		Board of Commissioners		Board of Directors		Controlling Shareholder	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Fatma Al-Suwaidi		√		√		√		√		√	√	
Khalid Al-Sada		√		√		√		√		√	√	
Djoko Sarwono		√		√		√		√		√		√
Muhammad Anas Malla		√		√		√		√		√		√

Duties & responsibilities

In carrying out its supervisory function, the Board of Commissioners ensures that the policies and management execution by the Board of Directors are aligned with the Bank's objectives, as well as with applicable laws and regulations, the Articles of Association, and GMS resolutions. In addition to its supervisory role, the Board of Commissioners also provides strategic guidance to the Board of Directors and is accountable for the effectiveness of such supervision. The scope of the Board of Commissioners' duties is comprehensively regulated in the Articles of Association and the Board of Commissioners' Charter. The key areas of supervisory focus include the following:

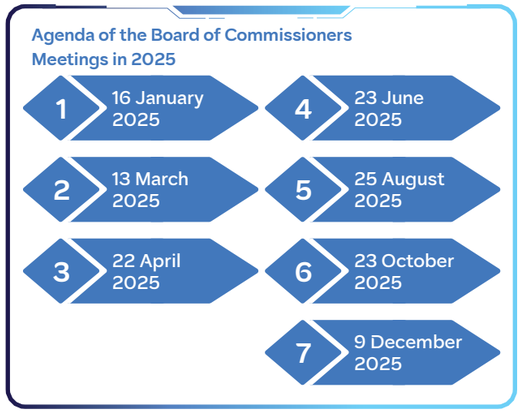
1. General Duties: Conducting duties and responsibilities in good faith, as well as in an accountable and prudent manner;
2. Corporate Governance: Ensuring the implementation of GCG in all aspects of the Bank's business activities across all organisational levels and hierarchy;
3. Implementation of Internal Audit Function: Ensuring that the Board of Directors develops and maintains an adequate, effective, and efficient internal control system;
4. Strategic Decisions and Planning: Setting, developing, and approving the strategies, plans, objectives, and main policies of the Bank, including but not limited to approving the Bank's risk management strategy, including for IT risk and cybersecurity risk;
5. Oversight, Control, and Supervision: Overseeing the Board of Directors and Senior Management through the Board of Directors' Committees as part of the Bank's checks and balances, and reviewing all decisions of the Board of Commissioners' Committees and Board of Directors' Committees, as well as ensuring the implementation of internal control framework system across the Bank, including internal audit, compliance, risk management (including IT risk and cybersecurity risk), and financial control;
6. Performance Evaluation: Setting and upholding a self-assessment mechanism for evaluating the performance, competence, and efficacy of the members of the Board of Commissioners and Board of Directors in accordance with the provisions, as well as ensuring that the Bank maintains and enacts the proper comprehension programmes required to disseminate the compliance and risk management culture, including for IT risk and cybersecurity risk;
7. External Audit and Financial Services: Nominating independent external auditors to the GMS and supervising their performance based on the input from the Audit Committee;
8. Stakeholder Management: Supervising Board of Directors' exercise of responsibilities towards shareholders and other stakeholders and related parties within the Bank and the community at large;
9. Executive Responsibilities: Reviewing and approving the Bank's long-term strategy, annual business plan and budget, performance in all aspects of business, and corporate social responsibility, as well as reviewing and approving policies including but not limited to the AML CFT policy, risk management policy (including IT risk and cybersecurity risk), credit policy, credit restructuring policy, write off policy, and premium customer service policy;
10. Formation of Committees: Establishing committees under the Board of Commissioners to assist the Board of Commissioners' discharge of duties and responsibilities effectively, communicating intensively with the committees, and supervising and evaluating these committees' work performance on a regular basis.

Board of Commissioners meetings

Meeting policy

The Board of Commissioners is required to hold Board of Commissioners meetings on a regular basis at least once every two months, or at any time deemed necessary by any member of the Board of Commissioners, or upon written request from a member of the Board of Directors, or from shareholders representing at least 1/10 of the total shares with valid voting rights. Joint meetings between the Board of Commissioners and the Board of Directors must be held periodically at least once every 4 months. The Board of Commissioners meeting must be attended by all members of the Board of Commissioners physically at least twice a year. Non-independent commissioners who are unable to attend in person may participate in meetings through face-to-face communication using information technology, including video conferencing facilities or other electronic meeting platforms.

Throughout 2025, the Board of Commissioners held 7 (seven) meetings and 7 (seven) joint meetings with the Board of Directors. The following is a summary of the Board of Commissioners' agenda and attendance at these meetings.





Attendance of Board of Commissioners Members in Board of Commissioners Meetings, Board of Commissioners-Board of Directors Joint Meetings, and GMS in 2025

Name	Position	Board of Commissioners Meetings			Board of Commissioners-Board of Directors Joint Meetings			GMS		
		Number of Meetings	Number of Attendances	Percentage	Number of Meetings	Number of Attendances	Percentage	Number of Meetings	Number of Attendances	Percentage
Fatma Al-Suwaidi	President Commissioner	7	7	100%	7	7	100%	1	1	100%
Khalid Al-Sada	Commissioner	7	7	100%	7	7	100%	1	1	100%
Djoko Sarwono	Independent Commissioner	7	7	100%	7	7	100%	1	1	100%
Muhammad Anas Malla	Independent Commissioner	7	7	100%	7	7	100%	1	1	100%

Board of Commissioners' performance assessment

The Board of Commissioners' performance assessment is conducted annually on a regular basis. This evaluation refers to several criteria that reflect the implementation of the duties and responsibilities of the Board of Commissioners, including:

1. Assessment of the Supervisory Duties of the Board of Commissioners as reflected in the Annual Report, conducted by the Shareholders at the GMS.
2. Self-assessment through the Governance Implementation, encompassing the Governance Structure; Governance Process, and Governance Outcome.
3. Self-assessment of the execution of the Board of Commissioners' duties and responsibilities, encompassing the Membership Structure, Performance Assessment, Strategic Plan, and Performance, as well as Management Interaction and Activities.

The Board of Commissioners' performance assessment is carried out through the following procedures or mechanisms:

1. Assessment of the Board of Commissioners' performance by the GMS. The Board of Commissioners' performance is assessed by the Shareholders during the AGMS at the time of presenting the report of the Board of Commissioners' supervision, as stipulated in the Bank's Annual Report. The AGMS subsequently determines whether to accept and approve the Annual Report for the previous fiscal year, including the report of the Board of Commissioners' supervision, and grants full discharge (acquit et de charge) to the Board of Commissioners for the supervisory actions carried out during the previous fiscal year.
2. Assessment of the execution of the Board of Commissioners' duties and responsibilities through the preparation of a self-assessment on the Bank's governance implementation. This performance assessment must be submitted by the Bank to OJK every semester. Subsequently, OJK will evaluate the self-assessment report on the Bank's governance implementation.
3. Assessment of the Board of Commissioners' performance is also carried out through the preparation of a self-assessment on the execution of the Board of Commissioners' duties and responsibilities.

Committees' performance assessment

The Board of Commissioners carries out its supervisory function more effectively with the support of three committees, namely the Audit Committee, the Remuneration and Nomination Committee, and the Risk Oversight Committee. These three committees work through a series of committee meetings, including inviting relevant divisions/work units and conducting in-depth reviews/evaluations by each committee during the meetings, with findings reported to the Board of Commissioners:

- The Audit Committee ensured the quality and reliability of financial reporting and other information submitted to authorities and the public. The committee assessed the effectiveness of risk management and internal controls, including information technology security; monitored the planning and execution of audits and follow-up on internal audit findings; ensured compliance with applicable regulations; and evaluated the consistency of external audits with applicable standards. In addition, the committee reviewed significant issues raised in the quarterly reports from the Internal Audit and Compliance Units.
- The Remuneration and Nomination Committee supervised the implementation of nomination and remuneration policies across all organisational levels, from the Board of Commissioners and Board of Directors to employees. The committee evaluated remuneration policies based on performance, risk profile, fairness related to peer groups, and alignment with the Bank's long-term strategic objectives. Furthermore, the committee provided recommendations to the Board of Commissioners regarding the systems and procedures for appointing or replacing members of the Board of Directors and Board of Commissioners, to be submitted to the GMS.
- The Risk Oversight Committee focused on supervising the effectiveness of risk management implementation, including country risk and transfer risk. The committee reviewed risk management strategies, Risk Appetite, and Portfolio Strategy as recommended by the Risk Management Committee; compared portfolio risk profiles with the Risk Appetite; recommended risk frameworks and policies aligned with the Bank's strategic direction; and reviewed the Bank's principal risks and risk taxonomy as part of the Enterprise Risk Management implementation.

Based on the evaluation of duties completion, meeting attendance, and activity reports of these three committees, the Board of Commissioners concludes that all committees have performed their functions effectively and made a significant contribution to strengthening corporate governance.

Board of Directors

The Board of Directors serves as the primary driver in ensuring that all Bank activities operate effectively, align with the long-term vision, and comply with corporate governance principles. In carrying out these duties, each member of the Board of Directors is expected to demonstrate strong integrity, competent managerial skills, and a credible professional track record to support high-quality decision-making and sustainable Bank performance.

Board of Directors charter

To strengthen corporate governance effectiveness, the Board of Directors performs all functions and exercises its authorities based on the Board of Directors Charter No. 1/04/002.03/III/2024, effective as of 7 March 2024. This Charter serves as the primary reference that regulates the structure and membership; membership criteria; term of office; duties and responsibilities; authorities; work ethics; organisational culture; working hours; temporary replacement of the Compliance Director; accountability; meetings; reporting and responsibility; transparency aspects; the working relations between the Board of Commissioners and Board of Directors; as well as the closing provisions.

Appointment and/or dismissal or replacement

Every recommendation for the appointment and/or replacement or dismissal of members of the Board of Directors submitted to the GMS must take into account the recommendations of the Remuneration & Nomination Committee. The appointment and/or replacement of members of the Board of Directors emphasises a professional composition, independence, appropriate competence, and consideration of diversity, which are essential for the effective execution of the Board of Directors' duties and responsibilities. Procedures for the appointment and dismissal of members of the Board of Directors are stipulated in the Board of Directors' charter.

Composition & membership

The Board of Directors, consisting of four members, complies with regulatory requirements, which stipulate a minimum of three members with the majority being Indonesian citizens. All members of the Board of Directors are domiciled in Indonesia, ensuring full compliance with the Board of Directors' composition and domicile requirements.

In 2025, there were no changes to the composition or membership of the Board of Directors. Therefore, the structure of the Board of Directors as of 31 December 2025 is as follows:

Composition of the Board of Directors as of 31 December 2025

Name	Position	Most Recent Legal Basis of Appointment	BI/OJK Approval	Term of Office
Nick Groene	President Director	EGMS on 4 December 2024 (Initially appointed as Director at the EGMS on 17 December 2020)	11 December 2024	• As Director: 2020-2021 • 2021-2024 • As President Director: 2024-2027
Windiartono Tabingin	Compliance Director	AGMS on 30 May 2024 (Initially appointed at the EGMS on 29 November 2012)	25 February 2013	2012-2015 2015-2018 2018-2021 2021-2024 2024-2027
Gede Shanta Wiguna	Finance Director	AGMS on 30 May 2024	6 August 2024	2024-2027
Mario Utama	Corporate & Institutional Banking Director	EGMS on 4 December 2024	23 January 2025	2024-2027

Orientation programme

Newly appointed members of the Board of Directors receive comprehensive briefings on the Bank's business profile, performance, and strategic direction through the Annual Report, Quarterly Financial Statements, Bank Business Plan, Board of Directors Charter, and risk management training as part of the orientation programme facilitated by the Human Resources Division. This briefing is reinforced through discussion forums with other members of the Board of Directors and relevant committees, as well as participation in Board of Directors and Board of Commissioners meetings to ensure adequate understanding before assuming leadership duties and responsibilities.

Training

The Bank is committed to ensuring that the Board of Directors possesses optimal capabilities for Bank management and decision-making. Throughout 2025, the Board of Directors participated in a series of training programmes designed to enhance their knowledge, competencies, and understanding of industry dynamics as well as best practices in corporate governance, as follows:

Name	Training and Education Materials	Venue and Date	Organiser
Nick Groene	Refreshment on Level 7 Risk Management Certification	23 May 2025	BARa
	Artificial Intelligence (AI) Training 2025	4 June 2025	Toronata Tambun Lecturer at a reputable State University of Technology
	Bahasa Indonesia Class for Foreign Speakers	31 October 2025	Rumah Bahasa Kayana
	E-Learning on the New Module of AML, CFT, and CPF 2025	22 December 2025	Internal
	E-Learning on the New Module of Anti-Fraud Management & Investigation 2025	22 December 2025	Internal
	E-Learning on Internal Audit Module 2025	1 December 2025	Internal
	E-Learning on QNB Sustainable Finance 2025	22 December 2025	Internal
	E-Learning on Cyber Awareness 2025	22 December 2025	Internal
	Bahasa Indonesia Class for Foreign Speakers - Batch 2	27 December 2025	Rumah Bahasa Kayana
Windiartono Tabingin	E-Learning on Internal Audit Module 2025	3 March 2025	Internal
	E-Learning on Personal Data Protection (PDP) 2025	5 March 2025	Internal
	E-Learning on Sanctions Awareness 2025	22April 2025	Internal
	E-Learning on Cyber Awareness 2025	2 May 2025	Internal
	Refreshment on Level 7 Risk Management Certification	23 May 2025	BARa
	E-Learning on QNB Sustainable Finance 2025	4 June 2025	Internal
	E-Learning on the New Module of AML, CFT, and CPF 2025	29 July 2025	Internal
	E-Learning on the New Module of Anti-Fraud Management & Investigation 2025	11 September 2025	Internal
	Level 7 Compliance and AML-CFT Certification programme - Compliance Director	13 September 2025	LSPP
Gede Shanta Wiguna	E-Learning on Personal Data Protection (PDP) 2025	4 February 2025	Internal
	E-Learning on Anti Money Laundering	4 February 2025	Internal
	Cyber Awareness for New Joiner 2024	4 February 2025	Internal
	E-Learning on Internal Audit Module 2025	27 March 2025	Internal
	E-Learning on Sanctions Awareness 2025	11 April 2025	Internal
	Refreshment on Level 7 Risk Management Certification	23 May 2025	BARa
	E-Learning on Cyber Awareness 2025	24 May 2025	Internal
	Learning Session in Team Engagement Finance Directorate	4 June 2025	Internal
	E-Learning on the New Module of AML, CFT, and CPF 2025	2 July 2025	Internal
	E-Learning on QNB Sustainable Finance 2025	25 July 2025	Internal
	Socialisation on SIPELAKU (Sistem Informasi Pelaku Sektor Keuangan/Financial Sector Actor Information System)	17 October 2025	Internal
	E-Learning on the New Module of Anti-Fraud Management & Investigation 2025	10 October 2025	Internal
	Refreshment on Risk Awareness 2025 Mandatory Training	5 December 2025	Internal

Name	Training and Education Materials	Venue and Date	Organiser
Mario Utama	Training on Transaction Banking & Wholesale Banking Vision and Product Alignment	7 January 2025	Internal
	QNB Sustainable Finance Online Course 2024	11 March 2025	Internal
	Sanctions Awareness for New Joiner 2024	11 March 2025	Internal
	E-Learning on Internal Audit Module 2025	10 March 2025	Internal
	E-Learning on Personal Data Protection (PDP) 2025	10 March 2025	Internal
	Risk Awareness for New Joiner 2024	27 March 2025	Internal
	E-Learning on Sanctions Awareness 2025	28 April 2025	Internal
	Refreshment on Level 7 Risk Management Certification	23 May 2025	BARa
	E-Learning on Cyber Awareness 2025	2 June 2025	Internal
	E-Learning on QNB Sustainable Finance 2025	10 June 2025	Internal
	E-Learning on the New Module of AML, CFT, and CPF 2025	11 July 2025	Internal
	E-Learning on the New Module of Anti-Fraud Management & Investigation 2025	24 September 2025	Internal
	Refreshment on Risk Awareness 2025 Mandatory Training	5 December 2025	Internal

Ownership of shares by members of the Board of Directors

Members of the Board of Directors are required to report any share ownership of 5% or more, whether in the Bank, other banks, and/or other companies, both domestic and international. This report is updated annually and submitted promptly to the regulator whenever there is a change in share ownership. Individual or collective members of the Board of Directors are prohibited from holding 25% or more of the paid-up capital in any other company. Exceptions to shareholding are as stipulated by applicable regulations.



Financial or familial relations of Board of Directors members

The following table presents the familial and financial relations among members of the Board of Directors, members of the Board of Commissioners, and the Controlling Shareholders, including the Ultimate Controlling Shareholder.

Name	Familial Relations with						Financial Relations with					
	Board of Commissioners		Board of Directors		Controlling Shareholder		Board of Commissioners		Board of Directors		Controlling Shareholder	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Nick Groene		√		√		√		√		√		√
Windiartono Tabingin		√		√		√		√		√		√
Gede Shanta Wiguna		√		√		√		√		√		√
Mario Utama		√		√		√		√		√		√

Duties & responsibilities

In performing its role in managing the Bank, the Board of Directors holds full responsibility for conducting business activities in accordance with prevailing laws and regulations, the Articles of Association, and GMS resolutions. All authorities and detailed duties of the Board of Directors are comprehensively stipulated in the Articles of Association and Board of Directors' Charter. In general, the main duties of the Board of Directors include:

1. General Duties: Must perform their duties and responsibilities in good faith, with full responsibility and due care, while adhering to applicable laws and regulations as well as the Bank's Articles of Association.
2. Corporate Governance:
   a. Manage the Bank in its interests and in accordance with the Bank's purposes and objectives, as well as act as the leader in such management.
   b. Maintain and manage the Bank's assets.
   c. Take full responsibility for performing duties in the interests of the Bank to achieve its purposes and objectives.
   d. Must hold the Annual GMS and other GMS as regulated in statutory regulations and the Bank's Articles of Association.
   e. Must implement the principles of good corporate governance in every business activity of the Bank at all levels or levels of the organisation, at least this must be realised in the implementation of the Board of Directors' duties and responsibilities, the completeness and implementation of the duties of committees and work units that carry out the Bank's internal control function, implementation of compliance function, internal audits and external audits, as well as implementation of risk management including IT risk, cybersecurity risk, and the internal control systems.
3. Implementation of Internal Audit Function: Developing an internal control framework to identify, measure, monitor, and control all risks faced by the Bank.
4. Decision-Making and Strategic Planning:
   a. Must submit to the Board of Commissioners to determine and develop the Bank's main strategies, plans, objectives, and policies,
   b. Must seek approval from the Board of Commissioners for the Bank's Annual Budget and Business Plan (RBB) to ensure that this is in line with long-term strategy and changes in the economy, markets, and regulatory environment,
   c. Must seek approval from the Board of Commissioners for the Bank's capital expenditure budget and all changes during the fiscal year.
   d. Must seek approval from the Board of Commissioners to approve the Risk Management strategy, including IT risk and cybersecurity risk, as well as the overall Risk Appetite and portfolio strategy approved by the Risk Oversight Committee, and review any changes in the risk management strategy or risk appetite that arise

Furthermore, each member of the Board of Directors has duties and responsibilities assigned based on the scope of their respective roles. A brief description is presented in the section below.

- **President Director**
  The President Director is responsible for coordinating the Bank's management efforts and, together with other members of the Board of Directors, preparing strategic plans; leading the development of the business network to generate profits for the Bank; coordinating, directing, and supervising each directorate to ensure alignment with the Bank's long-term strategy; directing the Bank's business performance and maximising revenue; promoting the Bank's image and fostering strong relationships with customers, financial authorities, and other stakeholders; supervising the Directors and divisions directly under their responsibility in accordance with the Bank's organisational structure; as well as leading and directing human capital empowerment policies to ensure alignment with the Bank's strategy and to achieve its goals.
- **Compliance Director**
  The Compliance Director leads and directs the development and implementation of policies and strategies in the areas of Regulatory Compliance, Financial Crime Compliance (FCC), and Corporate Secretary; formulates strategies to promote a culture of compliance; establishes compliance systems and procedures to develop internal policies and guidelines and ensure their alignment with laws and regulations; coordinates, directs, and implements good corporate governance principles and corporate actions; ensures compliance with reporting requirements and the fulfilment of action plans and commitments to regulators; and enhances competitiveness and profitability through effective planning and control of resources and risk management under the Compliance Directorate.
- **Corporate & institutional banking Director**
  The Corporate & Institutional Banking Director leads and directs policy and strategy development and implementation in Corporate & Institutional Banking area; leads, directs, and coordinates the development of products and services to ensure growth, profitability, and competitive products in the Corporate & Institutional Banking segment; ensures fulfilment of customer-oriented approach and strategic relationship approach; as well as boosts competitiveness and profitability through effective planning and control over resources and risk management under the Corporate & Institutional Banking Directorate.
- **Finance Director**
  The Finance Director monitors the optimal strategy for capitalisation and distribution of dividends to shareholders and maintains capital adequacy ratios; supports an effective decision making across all business units and delivers ideas related to financial investments, liquidity, strategic planning, balance sheet structure, and profit projections; prepares the Bank's annual budget and maintains the business, budgeting, and review procedures that are consistent throughout the Bank while monitoring the Bank's budget control system and developing long-term financial strategy; controls the spread and margin of the average interest rate and prepares marginal cost/benefit analyses as well as designs and maintains through coordination the risk adjusted return on capital; and monitors the implementation of sustainable financing plan into the Bank's governance and standard operating procedures.

Board of Directors' Meetings in 2025

1. 6 January 2025
2. 20 January 2025
3. 10 February 2025
4. 10 February 2025
5. 24 February 2025
6. 6 March 2025
7. 10 March 2025
8. 24 March 2025
9. 14 April 2025
10. 16 April 2025
11. 5 May 2025
12. 26 May 2025
13. 11 June 2025
14. 24 June 2025
15. 7 July 2025
16. 21 July 2025
17. 4 August 2025
18. 22 August 2025
19. 1 September 2025
20. 15 September 2025
21. 29 September 2025
22. 13 October 2025
23. 10 November 2025
24. 24 November 2025
25. 8 December 2025

Board of Directors meetings

Meeting policy

Meetings of the Board of Directors shall be held at least once a month or whenever deemed necessary, and upon a written request from any member of the Board of Directors, any member of the Board of Commissioners, or at least 1/10 of the total shares with valid voting rights. Joint meetings of the Board of Directors and Board of Commissioners must be held at least once every four months. Each member of the Board of Directors is required to attend the meetings, except in cases of valid reasons, in which case their proxy may attend in accordance with applicable provisions. Meetings may also be conducted via teleconference, video conference, or other electronic methods.

Throughout 2025, the Board of Directors held 25 internal meetings and 7 joint meetings with the Board of Commissioners.

Attendance of Board of Directors Members in Board of Directors Meetings, Board of Commissioners-Board of Directors Joint Meetings, and GMS in 2025

Name	Position	Board of Directors Meetings			Board of Commissioners-Board of Directors Joint Meetings			GMS		
		Number of Meetings	Number of Attendances	Percentage	Number of Meetings	Number of Attendances	Percentage	Number of Meetings	Number of Attendances	Percentage
Nick Groene	President Director	25	24	96%	7	7	100%	1	1	100%
Windiartono Tabingin	Compliance Director	25	21	84%	7	7	100%	1	1	100%
Gede Shanta Wiguna	Finance Director	25	24	96%	7	7	100%	1	1	100%
Mario Utama	Corporate & Institutional Banking Director	25	23	92%	7	7	100%	1	1	100%

Board of Directors' performance assessment

The Board of Directors' performance assessment is conducted on a regular basis. This evaluation refers to several criteria that reflect the implementation of the duties and responsibilities of the Board of Directors, including:

- Assessment of the Board of Directors' Duties as reflected in the Annual Report, conducted by the Shareholders through the GMS.
- Self-assessment through the preparation of a self-assessment on the Bank's Governance Implementation, consisting of Governance Structure, Governance Process, and Governance Outcome.
- Self-assessment of the implementation of the Board of Directors' duties and responsibilities, consisting of Membership Structure; Performance Assessment; Strategic Plans and Performance; Management Interaction, and Activities.

The Board of Directors' performance assessment is carried out through the following procedures or mechanisms:

1. Assessment of the Board of Directors' performance by the AGMS.
   The Board of Directors' performance is assessed by the Board of Commissioners and presented to the Shareholders at the AGMS during the presentation of the Board of Directors' duty report as stated in the Bank's Annual Report. The AGMS subsequently determines to accept and approve the Annual Report for the previous fiscal year, including the Board of Directors' duty report and grants full release and discharge (acquit et de charge) to the Board of Directors for all management actions performed during the fiscal year.
2. The Board of Directors' performance assessment through the preparation of a self-assessment on the Bank's corporate governance implementation. This Board of Directors' performance assessment must be submitted by the Bank to OJK every semester. Subsequently, OJK will evaluate the self-assessment report on the Bank's governance implementation.
3. The Board of Directors' performance is also assessed through the preparation of a collegial self-assessment on the implementation of the Board of Directors' duties and responsibilities.

Committees' performance assessment

To support effective management and strategic decision-making, the Board of Directors established several committees tailored to operational needs and to ensure compliance with applicable regulations. These committees include:

1. Asset & Liability Committee (ALCO)
2. Credit Committee
3. Credit Remedial Committee
4. Early Alert Committee
5. Risk Management Committee
6. Purchasing Committee
7. New Products & Activities Committee
8. Information Technology Steering Committee
9. Human Resources Committee
10. Fraud Oversight Committee
11. Credit Policy Committee
12. Operational Risk Committee
13. Anti-Money Laundering and Counter-Terrorist Financing Committee
14. Governance, Risk, Compliance Committee
15. Artificial Intelligence (AI) Governance Committee
16. Environmental Social Governance (ESG) Committee
17. Information Security Committee

The performance of the Board of Directors' Committees throughout 2025 was assessed as effective, based on the completion of duties in accordance with their mandates, committee members' expertise, and their active participation in meetings, all of which strengthened the Bank's governance quality and decision-making process.

Nomination and remuneration of the Board of Commissioners and Board of Directors

Procedure for Determining the Remuneration of the Board of Commissioners and Board of Directors

The Bank establishes a measurable remuneration package in accordance with governance principles, referring to the Bank's internal policies, applicable laws and regulations, industry benchmarks, and considers the Bank's performance during the year. Remuneration for members of the Board of Commissioners and Board of Directors is determined based on the contributions and achievements of the Board of Commissioners and Board of Directors, while the amount of salary, honorarium, and other benefits is established through GMS resolutions in accordance with the provisions of the Articles of Association.

The remuneration determination process for the Board of Commissioners and Board of Directors is conducted through several stages, including formulation, analysis, recommendation submission, and approval. The Remuneration and Nomination Committee acts as a supporting body that prepares remuneration policies and proposals by referring to market data, industry standards for similar positions, inflation levels, and the Bank's performance assessment results.

Structure and Components of Remuneration for the Board of Commissioners and Board of Directors

The structure and components of remuneration for the Board of Commissioners and Board of Directors are stipulated in QNB Indonesia Human Resource Policy No. 2/04-HRSD/112.04/X/2025 dated 22 September 2025.

The structure and components of remuneration provided to the Board of Commissioners and Board of Directors consist of:

1. Salary
2. Regular Allowances
3. Other Tangible Facilities (health insurance, and others) that can be owned and cannot be owned

Remuneration Amount for the Board of Commissioners and Board of Directors

The total remuneration for the Board of Commissioners and Board of Directors in 2025 was set at IDR29.02 billion. This amount includes honorarium, allowance, and bonus for all members of the Company's Board of Commissioners and Board of Directors.

The remuneration of the Board of Commissioners and Board of Directors in 2025, grouped by income range, is presented as follows:

Total Remuneration per Person per Year	Recipients
Board of Commissioners	
Above IDR5 billion	0
Above IDR2 billion up to IDR5 billion	0
Above IDR1 billion up to IDR2 billion	2
Above IDR500 million up to IDR1 billion	0
IDR500 million or below	0
Board of Directors	
Above IDR5 billion	2
Above IDR2 billion up to IDR5 billion	2
Above IDR1 billion up to IDR2 billion	0
Above IDR500 million up to IDR1 billion	0
IDR500 million or below	0

The following presents the ratio of the highest and lowest salaries across position groups:

Highest and Lowest Salaries	Recipients
Ratio of Employees' Highest Salary to Lowest Salary	35.05
Ratio of Directors' Highest Salary to Lowest Salary	2.14
Ratio of Commissioners' Highest Salary to Lowest Salary	1
Ratio of Highest Director Salary to Highest Employee Salary	2.19
Ratio of Director's Highest Salary to Commissioner's Highest Salary	5.57
Ratio of Director's Highest Salary to Commissioner's Lowest Salary	2.6



Board of Commissioners' Committees

Audit Committee

Audit Committee Charter

The Audit Committee carries out its supervisory functions based on the Audit Committee Charter No. 1/04/004.02/III/2024 dated 7 March 2024. The Charter is reviewed and updated periodically to ensure compliance with the prevailing regulations. This document sets out the composition and structure, membership requirements, term of office, scope of duties and responsibilities, authorities, ethical principles, work schedule, operational mechanisms, meeting arrangements, and reporting procedures of the Audit Committee members.

Legal Basis of Appointment, Structure, and Composition

In 2025, there were no changes to the composition of the Audit Committee. Accordingly, the Bank's Audit Committee consists of 1 Committee Chairman (Independent Commissioner) and 2 members who are Independent Parties. All members are required to perform their duties with integrity, independence, and a high level of competence.

The composition of the Audit Committee as of 31 December 2025 is as follows:

Name	Position in the Bank	Position in the Committee	Term of Office
Muhammad Anas Malla	Independent Commissioner	Chairman	2024-2027
Heru Subroto	Independent Party	Member	2024-2027
Idewan Diaz	Independent Party	Member	2024-2027

Profiles of Audit Committee Members

Muhammad Anas Malla
Audit Committee Chairman

The profile of the Audit Committee Chairman, Muhammad Anas Malla, has been presented in the Company Profile chapter under the Board of Commissioners' profile section of this Annual Report.

Legal Basis of Appointment
Board of Directors' Decision Letter No. 066/SK-Dir/X/2024 dated 1 October 2024.

Heru Subroto
Audit Committee Member

Personal Data
Indonesian
70 years old as of 31 December 2025

Legal Basis of Appointment
Board of Directors' Decision Letter No. 066/SK-Dir/X/2024 dated 1 October 2024

Educational Background
- Bachelor's degree from Universitas Gadjah Mada, Yogyakarta (1982)
- Master's degree in EDP/IT Audit from California State Polytechnic University, California, USA (1991)

Work Experience
With more than 27 years of experience at PT Bank Negara Indonesia (Persero) Tbk, having held several key positions, including IT Audit Group Head and Deputy General Manager of the Operational Division. Additional roles include IT Consultant at Koperasi Swadharma (2011-2013), Project Manager and Internal Control at PT SDD Group (2013-2015), Senior Consultant at PT Mitra Bisnis Ciptakarya, Management Member in Internal Audit and Information Technology at Persatuan Pensiunan BNI, and Audit Committee Member at Bank Oke Indonesia (2022-July 2025).

Concurrent Positions
- Risk Oversight Committee Members at PT Bank QNB Indonesia Tbk (2024-present)

Idewan Diaz
Audit Committee Member

Personal Data
Indonesian
60 years old as of 31 December 2025

Legal Basis of Appointment
Board of Directors' Decision Letter No. 066/SK-Dir/X/2024 dated 1 October 2024

Educational Background
- Bachelor's degree in Civil Engineering from Institut Sains & Teknologi Nasional (ISTN), Jakarta (1992)
- Master's degree in Accounting from Universitas Indonesia, Jakarta (2001)

Work Experience
With more than 20 years of experience at Bank Raya (formerly Bank BRI Agro/Bank Agro) (2001-2022), lastly served as an Executive Vice President, Head of Operations, Network, and Services Division (2021), followed by an appointment as Executive Vice President, Special Staff to the Board of Directors (2022). Previous roles include positions at PT Heburinas Appraisal (2000-2001), PT Kuarsa Hexagon Consultan (1999-2000), PT Dimensi Engineering Contractor (1993-1998), and PT Lampiri Jaya Abadi (1992-1993).

Concurrent Positions
- The Audit Committee Members at BRI Finance (2022-present)

Duties and Responsibilities

The Audit Committee's duties and responsibilities are fully stipulated in the Audit Committee Charter. In general, the Audit Committee is tasked with and responsible for supporting the Board of Commissioners, including but not limited to reviewing financial information to be submitted by the Bank to the authorities and/or the public; assessing the effectiveness of the Bank's risk management and internal controls over financial reporting and other reporting, including information technology security and controls; monitoring, analysing, and evaluating audit planning and implementation, as well as monitoring follow-up actions on internal audit findings to assess the adequacy of internal controls; analysing the Bank's compliance with regulations and ensuring that the Bank's business activities align with applicable laws and regulations; monitoring and evaluating the consistency between audit implementation by the external auditor and the prevailing auditing standards; and evaluating key issues highlighted in the quarterly report summaries submitted by Internal Audit and Compliance.

Independence

All members of the Audit Committee meet all independence criteria and are able to carry out their duties independently, upholding the interests of the Bank and remaining free from any influence. This is reflected in its composition, which consists of one Chairman who is an Independent Commissioner and two members who are from Independent Parties.

Financial or Familial Relations of Audit Committee Members

Name	Familial Relations with						Financial Relations with					
	Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Muhammad Anas Malla		√		√		√		√		√		√
Heru Subroto		√		√		√		√		√		√
Idewan Diaz		√		√		√		√		√		√

Audit Committee Competence Development

To strengthen the Committee's capabilities and the effectiveness of its functions, members of the Audit Committee actively participated in relevant training and development programmes. Throughout 2025, the Audit Committee attended Risk Management Refreshment and Certification Training programme conducted by external parties.

Audit Committee Meetings

The Audit Committee's meeting is held periodically, at least once a month. An Audit Committee's meeting may only be held if attended by at least 51% (fifty-one percent) of all members.

Throughout 2025, the Audit Committee held 24 meetings, with the following details of attendance and agenda.

Attendance Recap of the Audit Committee Meetings in 2025

Name	Number of Meetings	Attendance	Percentage
Muhammad Anas Malla	24	24	100%
Heru Subroto	24	24	100%
Idewan Diaz	24	24	100%

Agendas of the Audit Committee Meetings in 2025

No.	Date	Agenda
1.	21 January 2025	1. 4th Quarter Presentation from Internal Audit, Anti-Fraud, and Operational Risk 2. Draft Audit Report - Internal Audit Group (Non-IT)
2.	4 February 2025	2025 Audit Plan
3.	18 February 2025	Closing Meeting Financial Audit 2025 with Committee Audit
4.	11 March 2025	Management Letter Points Financial Audit 2025 with Committee Audit
5.	11 March 2025	Summary of Internal Audit Group Findings
6.	25 March 2025	Evaluation Report - Bank Audit Committee on the Implementation of Audit Services on Annual Historical Financial Information by Public Accountant and/or Public Accounting Firm
7.	29 April 2025	1st Quarter Presentation from Internal Audit, Anti-Fraud, and Operational Risk
8.	27 May 2025	Development of Bank Loan Debtors
9.	3 June 2025	Analysis of Adequacy of Policies and Procedures
10.	22 July 2025	1. Update on Anti-Fraud Strategy Implementation Q2-2025 2. Reporting of Anti-Fraud Strategy for Semester 1-2025 to OJK
11.	29 July 2025	Audit Committee Recommendation for the Publication of Unaudited Financial Statements for the Period Ending 30 June 2025
12.	29 July 2025	1. Resignation of Chief Auditor of PT Bank QNB Indonesia Tbk 2. Appointment of Chief Auditor of the Bank
13.	29 July 2025	2nd Quarter Presentation of Internal Audit, Anti-Fraud, and Operational Risk
14.	4 August 2025	Financial Institution Update
15.	16 September 2025	Update on Internal Control Framework & PDP

No.	Date	Agenda
16.	23 September 2025	Update on Internal Control
17.	7 October 2025	Kick Off Meeting Financial Statement Audit FY2025 with EY Indonesia
18.	14 October 2025	3rd Quarter Presentation of Internal Audit, Anti-Fraud, and Operational Risk
19.	14 October 2025	Update on Anti-Fraud Strategy Implementation Q3-2025
20.	21 October 2025	Publication of Unaudited Financial Statements Q3-2025
21.	18 November 2025	Update AML
22.	25 November 2025	External Auditor Findings on AML Assessment
23.	16 December 2025	Progress Financial Statement FY2025 EY Indonesia
24.	23 December 2025	Update AML CFT and CPF Q4

Implementation of Duties in 2025

The Audit Committee has carried out its duties and responsibilities, including monitoring and providing recommendations. These monitoring and recommendations are regularly conveyed to the Board of Commissioners. In addition, the Audit Committee provides independent professional opinions to the Board of Commissioners on reports and identifies matters requiring the Board of Commissioners' attention, among others, regarding Financial Statements; Internal Control; Internal Audit; Compliance; and External Audit.

Remuneration and Nomination Committee

Remuneration and Nomination Committee Charter

The Remuneration and Nomination Committee was established pursuant to the Remuneration and Nomination Committee Charter No. 1/04/003.03/III/2024 dated 7 March 2024, which serves as the foundation for its implementation of duties. The Charter is reviewed periodically and updated in accordance with prevailing regulations to ensure alignment with best governance practices. The Charter comprehensively regulates the composition, structure, and membership requirements, as well as the duties and responsibilities, work ethics, working procedures, meeting arrangements, and reporting mechanisms of the Remuneration and Nomination Committee members.

Legal Basis of Appointment, Structure, and Composition

In 2025, there was a changes to the composition of the Remuneration and Nomination Committee. Accordingly, the Bank's Remuneration and Nomination Committee consisted of 1 Committee Chairman (Independent Commissioner) and 2 members, comprising one Commissioner and one executive officer in the Human Resources function.

The composition of the Remuneration and Nomination Committee as of 31 December 2025 is as follows:

Name	Position in the Bank	Position in the Committee	Term of Office
Muhammad Anas Malla	Independent Commissioner	Chairman	2024-2027
Khalid Al-Sada	Commissioner	Member	2024-2027
Carina Hastari Tanubrata* (replacing Ruth Theresia)	Head of HR Division	Member	2024-2027

* Effective since 7 November 2025

Profiles of the Remuneration and Nomination Committee Members

Muhammad Anas Malla
Remuneration and Nomination Committee Chairman

The profile of the Remuneration and Nomination Committee Chairman, Muhammad Anas Malla, is presented in the Company Profile chapter under the Board of Commissioners Profiles in this Annual Report.

Legal Basis of Appointment
Board of Directors' Decision Letter No. 059a/SK-Dir/XI/2025 dated 18 November 2025.

Khalid Al-Sada
Remuneration and Nomination Committee Member

The profile of the Remuneration and Nomination Committee Member, Khalid Al-Sada, is presented in the Company Profile chapter under the Board of Commissioners Profiles in this Annual Report.

Legal Basis of Appointment
Board of Directors' Decision Letter No. 059a/SK-Dir/XI/2025 dated 18 November 2025.

Carina Hastari Tanubrata
Remuneration and Nomination Committee Member

The profile of the Remuneration and Nomination Committee Member, Carina Hastari Tanubrata, is presented in the Company Profile chapter under the Executive Management Profiles in this Annual Report.

Legal Basis of Appointment
Board of Directors' Decision Letter No. 059a/SK-Dir/XI/2025 dated 18 November 2025.

Duties and Responsibilities

The Remuneration and Nomination Committee's duties and responsibilities are stipulated in the Remuneration and Nomination Committee Charter. In general, the Committee is tasked with and responsible for supporting the Board of Commissioners, including but not limited to evaluating remuneration policies based on performance, risk, fairness relative to peer groups, as well as the Bank's long-term goals and strategies; and recommending systems and procedures for the selection and/or replacement of members of the Board of Directors and Board of Commissioners to the Board of Commissioners for submission to the GMS.

Independence

All members of the Remuneration and Nomination Committee meet all independence criteria and are able to perform their duties independently, upholding the Bank's interests and remaining free from the influence of any party. This is reflected in its membership, which consists of 1 Chairman who is an Independent Commissioner, 1 committee member who is also a member of the Board of Commissioners, and 1 executive officer in the Human Resources function.

Financial or Familial Relations of Remuneration and Nomination Committee Members

Name	Familial Relations with						Financial Relations with					
	Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Muhammad Anas Malla		√		√		√		√		√		√
Khalid Al-Sada		√		√		√		√		√	√	
Carina Hastari Tanubrata* (replacing Ruth Theresia)		√		√		√		√		√		√

* Effective since 7 November 2025.

Remuneration and Nomination Committee Competence Development

To strengthen the Committee's capabilities and the effectiveness of its functions, Remuneration and Nomination Committee members actively participated in relevant training and development programmes. Throughout 2025, the Remuneration and Nomination Committee attended Risk Management Refreshment and Certification Training programmes conducted by external parties.

Remuneration and Nomination Committee Meetings

Remuneration and Nomination Committee's meeting is held according to the Bank's needs, at least once every 3 (three) months. Remuneration and Nomination Committee's meeting is held if attended by a majority of committee's members, including 1 (one) Independent Commissioner and 1 (one) Executive Officer in charge of human resources.

Nomination is held if attended by a majority of committee's members, including 1 (one) Independent Commissioner and 1 (one) Executive Officer in charge of human resources.

Throughout 2025, the Nomination and Remuneration Committee held 6 (six) meetings, with the following details of attendance and agenda:

Attendance Recap of the Remuneration and Nomination Committee Meetings in 2025

Name	Number of Meetings	Attendance	Percentage
Muhammad Anas Malla	6	5	83%
Khalid Al-Sada	6	6	100%
Carina Hastari Tanubrata* (replacing Ruth Theresia)	6	5	83%

* Effective since 7 November 2025

Agendas of the Remuneration and Nomination Committee Meetings in 2025

No.	Date	Agenda
1	11 February 2025	1. Salary increase 2025 for employees and the BoD of PT Bank QNB Indonesia Tbk. 2. Performance bonus 2024 for employees and the BoD of PT Bank QNB Indonesia
2	18 February 2025	1. Salary increase 2025 for Independent Commissioner and committee member of PT Bank QNB Indonesia Tbk. 2. Token of appreciation for Independent Commissioner and committee member of PT Bank QNB Indonesia Tbk.
3	11 March 2025	Nomination for President Director of PT Bank QNB Indonesia Tbk
4	1 April 2025	Information from HR Division regarding Employee Emergency Loan
5	5 August 2025	Information from Audit Committee to Remuneration Nomination Committee (RNC) about Chief Auditor of the Bank
6	18 November 2025	1. Termination of one of member as a member of RNC of PT Bank QNB Indonesia Tbk 2. Nomination member of RNC of PT Bank QNB Indonesia Tbk

Implementation of Duties in 2025

The realisation of the Remuneration and Nomination Committee's work implementation throughout 2025 is as follows:
1. Provided recommendation to the Board of Commissioners regarding remuneration amount.
2. Assisted the Board of Commissioners in conducting performance assessment and alignment with remuneration received by each members of the Board of Directors and the Board of Commissioners.
3. Provided recommendation regarding the nomination of President Director.
4. Document the information from the Audit Committee regarding resignation of Chief Auditor and appointment of Acting Chief Auditor.
5. Document the information from Head of Human Resources regarding Employee Emergency Loan.
6. Termination member of Remuneration and Nomination Committee and nomination recommendation of Head of Human Resources as member of Remuneration and Nomination Committee.

Risk Oversight Committee

Risk Oversight Committee Charter

The Risk Oversight Committee was established based on the Risk Oversight Committee Charter No. 1/04/005.02/III/2024 dated 7 March 2024, as part of efforts to strengthen the company's risk oversight function. The Charter is reviewed periodically and updated in accordance with applicable regulatory requirements, serving as a clear operational guideline for Committee members. It stipulates the composition, structure and membership requirements, tenure, duties and responsibilities, authority, working mechanisms, meetings, as well as reporting procedures of the Risk Oversight Committee.

Legal Basis of Appointment, Structure, and Composition

In 2025, there were no changes to the composition of the Risk Oversight Committee, therefore, the Bank's Risk Oversight Committee consists of 1 Committee Chairman (Independent Commissioner) and 2 members who are independent parties. Independent members are responsible for carrying out their duties and authorities with integrity, competence, and a commitment to maintaining independence and reputation.

The composition of the Risk Oversight Committee as of 31 December 2025 is as follows:

Name	Position in the Bank	Position in the Committee	Term of Office
Djoko Sarwono	Independent Commissioner	Chairman	2024-2027
Tjetjep Hasmitha	Independent Party	Member	2024-2027
Heru Subroto	Independent Party	Member	2024-2027

Profiles of the Risk Oversight Committee Members

Djoko Sarwono
Risk Oversight Committee Chairman

The profile of the Risk Oversight Committee Chairman, Djoko Sarwono, is presented in the Company Profile chapter under the Board of Commissioners Profile in this Annual Report.

Legal Basis of Appointment
Board of Directors' Decision Letter No. 040/SK-Dir/V/2024 dated 30 May 2024

Tjetjep Hasmitha
Risk Oversight Committee Member

Personal Data
Indonesian
69 years old as of 31 December 2025

Legal Basis of Appointment
Board of Directors' Decision Letter No. 040/SK-Dir/V/2024 dated 30 May 2024

Educational Background
- Bachelor of Economics, majoring in Management, Universitas Pancasila, Jakarta (1984)
- Master of Management, same university (1996)

Work Experience
Has more than 30 years of experience at Bank Indonesia (1981-2012), with his last position being Deputy Director/Head of the Payroll and Emoluments Division. Served as a member of the BLBI Settlement Team (1999-2002). Held various positions, including Head of the Internal Audit & Quality Assurance Bureau at the Indonesian Banking Development Institute (LPPI) (2012-2015), Supervisor at Koperasi Karya Usaha Mandiri (2013-2018), and Koperasi Pegawai LPPI (2012-2015).

Concurrent Positions
Does not hold concurrent positions

Heru Subroto
Risk Oversight Committee Member

The profile of the Risk Oversight Committee Member, Heru Subroto, is presented in the Corporate Governance chapter under the Audit Committee Profile in this Annual Report.

Legal Basis of Appointment
Board of Directors' Decision Letter No. 040/SK-Dir/V/2024 dated 30 May 2024

Duties and Responsibilities

The Risk Oversight Committee's duties and responsibilities are fully stipulated in the Risk Oversight Committee Charter. In general, the Risk Oversight Committee is tasked with and responsible for supporting the Board of Commissioners, including but not limited to supervising matters related to country risk and transfer risk; reviewing the Bank's risk management strategy as well as the Risk Appetite and Portfolio Strategy recommended by the Risk Management Committee; assessing and comparing the portfolio risk profile with the Risk Appetite; recommending the risk framework and risk policies as well as the control structure in line with the Bank's strategy; and reviewing and recommending the Bank's principal risks and risk taxonomy identified as part of the Enterprise Risk Management Policy and risk management framework.

Independence

All members of the Risk Oversight Committee meet all independence criteria and are able to carry out their duties independently, upholding the interests of the Bank, and remaining uninfluenced by any party. This is demonstrated by the composition consisting of 1 Chairman who is an Independent Commissioner and 2 members who are from independent parties.

Financial or Familial Relations of Risk Oversight Committee Members

Name	Familial Relations with						Financial Relations with					
	Board of Commissioners		Board of Directors		Controlling Shareholders		Board of Commissioners		Board of Directors		Controlling Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Djoko Sarwono		√		√		√		√		√		√
Tjetjep Hasmitha		√		√		√		√		√		√
Heru Subroto		√		√		√		√		√		√

Risk Oversight Committee Competence Development

To strengthen the Committee's capability and the effectiveness of its function, members of the Risk Oversight Committee actively participate in relevant training and development programmes. Throughout 2025, the Risk Oversight Committee took part in Risk Management Refreshment and Certification Training programmes conducted by external parties.

Risk Oversight Committee Meetings

The Risk Oversight Committee's meeting is held periodically, at least once a month. A Risk Oversight Committee's meeting may only be held if attended by a majority of committee members.

Throughout 2025, the Risk Oversight Committee held 12 meetings, with the following details of attendance and agenda:

Attendance Recap of the Risk Oversight Committee Meetings in 2025

Name	Number of Meetings	Attendance	Percentage
Djoko Sarwono	12	12	100%
Tjetjep Hasmitha	12	12	100%
Heru Subroto	12	12	100%

Agendas of the Risk Oversight Committee Meetings in 2025

No.	Date	Agenda
1	21 January 2025	• Risk Appetite Statement, Quarter IV • Risk Profile, Quarter IV 2024 • Key Risk Indicators, Quarter IV 2024
2	25 February 2025	• Risk Appetite Statement, January 2025 • Key Risk Indicators, January 2025
3	18 March 2025	• Risk Appetite Statement, February 2025 • Key Risk Indicators, February 2025
4	29 April 2025	• Submission of the 2025 Emergency Funding Plan • Submission of Materiality Limits and Account Selection Methods for ICOFR Evaluation • Submission of the Risk Profile Weighting Review • Risk Appetite Statement, Quarter I 2025 • Risk Profile, Quarter I 2025 • Key Risk Indicators, Quarter I 2025
5	27 May 2025	• Risk Appetite Statement, April 2025 • Key Risk Indicators, April 2025
6	23 June 2025	• Risk Appetite Statement, May 2025 • Key Risk Indicator May 2025
7	22 July 2025	• Risk Appetite Statement June 2025 • Key Risk Indicator June 2025
8	26 August 2025	• For Notification: 2025 Climate Risk Management Stress Test • Risk Appetite Statement July 2025 • Key Risk Indicators July 2025
9	23 September 2025	• Risk Appetite Statement August 2025 • Key Risk Indicator August 2025
10	28 October 2025	• Risk Appetite Statement September 2025 • Key Risk Indicator September 2025
11	25 November 2025	• Cyber Risk Awareness • Risk Appetite Statement October 2025 • Key Risk Indicators October 2025
12	23 December 2025	• Risk Appetite Statement November 2025 • Key Risk Indicator November 2025

Implementation of Duties in 2025

The Risk Oversight Committee has carried out its duties and responsibilities, including monitoring and providing recommendations. These monitoring and recommendations are periodically reported to the Board of Commissioners.

Board of Directors' Committees

Asset & Liability Committee

Legal Basis of Establishment

The Asset & Liability Committee (ALCO) was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 033/SK-DIR/VI/2025 dated 30 June 2025. The Asset & Liability Committee plays a strategic role in supporting the Board of Directors in managing assets and liabilities in an integrated manner, determining the Bank's balance sheet structure, and providing effective policy recommendations especially related to managing liquidity and funding structure. ALCO also ensures that all decisions and business activities comply with the principles of good corporate governance.

Composition

ALCO consists of members who hold roles related to the Bank's asset and liability management. Its membership composition is presented in the following table:

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Chief Risk Officer
Secretary and Member	Finance Director
Member	Corporate & Institutional Banking Director
Member	Head of Treasury & Financial Institution
Member	Chief Credit Officer
Member	Head of Retail Banking

Duties and Responsibilities

ALCO's primary tasks are to review and provide recommendations regarding strategies, policies, and procedures related to asset and liability management to the Board of Directors; to monitor and review the performance of all treasury activities and the management of interest rate risk, liquidity risk, and foreign exchange risk; to review new treasury products; to review recent developments in exchange rate and interest rate fluctuations; to ensure compliance with treasury limits and ratios; to monitor interest rate and foreign exchange movements in both domestic and global markets; to oversee and determine the most appropriate pricing policy for fund transfers in accordance with market conditions and to supervise its implementation; as well as to review and recommend matters related to bank loans to the Board of Commissioners.

Asset & Liability Committee Meetings

Throughout 2025, the Asset & Liability Committee held a total of 12 meetings, with attendance details and agendas as follows:

Attendance Recap of the Asset & Liability Committee Meetings in 2025

ALCO Committee	Number of Meetings	Attendance
President Director	12	11
Chief Risk Officer	12	11
Finance Director	12	11
Corporate & Institutional Banking Director	12	12
Head of Treasury & Financial Institution	12	8*
Chief Credit Officer	12	10
Head of Retail Banking	12	10

*** Head of Treasury & Financial Institution was appointed in May 2025.**

Implementation of Duties in 2025

The Asset & Liability Committee's implemented duties in 2025 were as follows:

1. Reviewing and providing recommendations to the Board of Directors on asset and liability management strategies, policies, and procedures to maintain a sound and sustainable balance sheet structure.
2. Monitoring and evaluating the performance of treasury activities and the effectiveness of risk management, including interest rate risk, liquidity risk, and foreign currency risk.
3. Reviewing and providing recommendations on the development of new treasury products to ensure alignment with the Company's risk profile and business needs.
4. Monitoring interest rate development and foreign exchange fluctuation in national and global markets as a basis for strategic decision-making.
5. Ensuring compliance with the established treasury limits and ratios and maintaining consistent risk control discipline.
6. Overseeing and establishing fund transfer pricing policies that are aligned with market conditions, and ensuring their effective implementation.
7. Reviewing the funding structure and providing recommendations on bank loans to the Board of Commissioners to support the Company's continuous liquidity and cost efficiency.

Credit Committee

Credit Committee Charter and Legal Basis of Establishment

The Credit Committee is established by involving members who perform functions related to the Bank's loan disbursement process. Its membership composition is presented in the following table.

Composition

The Credit Committee is established by involving members who perform functions related to the Bank's loan disbursement process. Its membership composition is presented in the following table.

Membership Structure	Positions in the Bank
Voting Member	President Director
Voting Member	Corporate & Institutional Banking Director
Voting Member	Chief Credit Officer
Voting Member	Head of Credit Remedial
Non-Voting Member	Chief Risk Officer
Non-Voting Member	Head of Credit Reviewer
Non-Voting Member	Head of Corporate Banking
Non-Voting Member	Head of Credit Analyst
Credit Committee Secretary	Head of Credit Reviewer/Credit Reviewer

Duties and Responsibilities

The Credit Committee is primarily tasked to approve or reject credit proposals within their limits of authority or type of credit set by the BoD and review those exceeding the set limits, coordinate with the Assets and Liabilities Committee regarding credit funding, coordinate with the Credit Policy Committee to develop credit policy and supervise its implementation, as well as review and approve the introduction of new credit products upon request from the New Product and Activity Committee related to credit products.

Credit Committee Meetings

Throughout 2025, the Credit Committee held a total of 35 meetings.

Implementation of Duties in 2025

Throughout 2025, the Credit Committee carried out its duties and responsibilities to support the Board of Directors in formulating credit policies and making decisions on credit proposals according to the established authority limits.

Credit Remedial Committee

Credit Remedial Committee Charter

The establishment of the Credit Remedial Committee refers to the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 042 dated 28 August 2025. In its operation, the Credit Remedial Committee supports the Board of Directors in ensuring that credit risk remains within the Bank's risk appetite and making decisions regarding credit proposals in accordance with authority limits.

Composition

The Credit Remedial Committee consists of members from functions involved in the credit recovery process. The details of its membership are presented in the following table.

Membership Structure	Position in the Bank
Voting Member	President Director
Voting Member	Chief Credit Officer
Voting Member	Finance Director
Non-Voting Member	Chief Risk Officer
Non-Voting Member	Head of Credit Reviewer
Non-Voting Member	Head of Legal
Non-Voting Member	Head of Credit Remedial

Duties and Responsibilities

The Credit Remedial Committee's primary duties are to review and provide recommendations on credit restructuring procedures, policies for handling non-performing loans, and acquired assets (AYDA) in the Bank; to oversee the implementation of these procedures; to review and approve proposals related to credit recovery, the handling of non-performing loans, and the settlement of AYDA, and to ensure their execution; to monitor credit restructuring activities; and to receive periodic reports from the Credit Remedial unit regarding the list and status of AYDA.

Credit Remedial Committee Meetings

Throughout 2025, the Credit Remedial Committee held a total of 79 meetings, with attendance details and agendas as follows:

Implementation of Duties in 2025

Through its meetings and/or circular resolutions in lieu of meetings in 2025, the Credit Remedial Committee conducted review and approve remedial credit proposals within established limits, and evaluate the performance of work units responsible for credit proposals and credit reviews. The implementation of the Credit Remedial Committee's duties in 2025 was realised with the following achievements.

1. Total Recovery related to Wholesale, Small Medium Enterprise, and Retail, amounting to IDR 36.1 Billion.
2. Total Sales of Retail Asset Portfolio amounting to IDR 1.47 Billion.
3. Total Sales of all Foreclosed Assets (AYDA) amounting to NBV ±IDR 236 Billion.

Early Alert Committee

Committee Charter and Legal Basis of Establishment

The Early Alert Committee is governed under the latest amendment to the BoD Decree No. 043/SK-Dir/VIII/2025 dated 28 August 2025 . The Early Alert Committee is responsible for staying abreast with the updates of debtor condition should there be an increase in credit risk, and for anticipating early indication for such situation.

Composition

The Early Alert Committee consists of members whose functions are relevant to the Bank's credit risk management activities. The table below lists the committee members:

Membership Structure	Positions in the Bank
Chairman and Voting Member	Chief Credit Officer
Alternate Chairman and Voting Member	Head of Credit Reviewer
Voting Member	President Director
Voting Member	Corporate & Institution Banking Director
Non-Voting Member	Chief Risk Officer
Non-Voting Member	Portfolio Management Specialist1
Non-Voting Member	Head of Corporate Banking
Non-Voting Member	Head of Credit Remedial
Secretary	Credit Reviewer

Membership Structure	Positions in the Bank
Chairman and Voting Member	Chief Credit Officer
Alternate Chairman and Voting Member	Head of Credit Reviewer
Voting Member	President Director
Voting Member	Corporate & Institution Banking Director
Non-Voting Member	Chief Risk Officer
Non-Voting Member	Portfolio Management Specialist1
Non-Voting Member	Head of Corporate Banking
Non-Voting Member	Head of Credit Remedial
Secretary	Credit Reviewer

A1) Alternate Member Non Voting

Duties and Responsibilities

The Early Alert Committee is primarily tasked to conduct tightening supervision, enforce disciplinary action to relevant debtors, decrease collectability, conduct restructuring and repackaging actions, move to Credit Remedial Team, and conduct capital reserve.

Early Alert Committee Meetings

Throughout 2025, the Early Alert Committee held 12 meetings.

Implementation of Duties in 2025

Throughout 2025, the Early Alert Committee carried out its duties and responsibilities by proactively monitoring the development of debtor condition, particularly in the event of an increase in credit risk, aiming to anticipate and detect potential problem that could affect credit quality early.

Risk Management Committee

Legal Basis of Establishment

The Risk Management Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 038A/SK-DIR/VII/2025 dated 28 July 2025. The Committee is responsible for supervising the risk management implementation within the Company.

Risk Management Committee Charter

Risk Management Committee Charter is set out in the PT Bank QNB Indonesia Tbk Term of Reference, which:

1. This Decree determines the duties and responsibilities of Risk Management Committee, in order to support the effectiveness of the implementation of duties and responsibilities of Board of Directors as well as the implementation of Good Corporate Governance principles in every business activities of the Bank at all levels of the organisation.
2. Amendment of the membership structure of Risk Management Committee in accordance to the latest condition and organisation structure of the Bank

Composition

The Risk Management Committee is established by involving members who possess functions and competencies aligned with the requirements of risk management. The composition of the Committee members is presented in the following table.

Membership Structure	Position in the Bank
Chairman and Member	Chief Risk Officer
Alternate Chairman and Member	President Director
Member	Compliance Director
Member	Corporate & Institutional Banking Director
Member	Finance Director
Member	Chief Credit Officer
Member	Head of Retail Banking
Secretary without Voting Member	Market, Liquidity & Enterprise Risk Function

Duties and Responsibilities

The Risk Management Committee has the primary duty to monitor and manage risks within the Bank efficiently and effectively, as well as to support the Bank's strategy implementation.

Risk Management Committee Meetings

Throughout 2025, the Risk Management Committee held a total of 6 (six) meetings, with attendance details and agendas as follows:

Attendance Recap of the Risk Management Committee Meetings in 2025

Risk Management Committee	Number of Meetings	Attendance
Chief Risk Officer	6	6
President Director	6	4
Compliance Director	6	6
Corporate & Institutional Banking Director	6	5
Finance Director	6	6
Chief Credit Officer	6	6
Head of Retail Banking	6	6

Implementation of Duties in 2025

The implementation of the Risk Management Committee's duties in 2025 is described as follows:

1. Development and Implementation of Risk Management Strategies
   The Risk Management Committee reviewed and ensured the implementation of the Bank's risk management strategies and methodologies to remain aligned with the Bank's business plan and risk profile. The Committee provided strategic guidance to Management in anticipating and responding to economic, industry, and market dynamics, including emerging risks arising from changes in the external environment.
2. Establishment of Risk Management Governance Framework
   The Committee reviewed and approved the Bank's risk management governance framework, including organisation structure, roles and responsibilities of relevant functions, and risk reporting mechanisms. The framework was periodically evaluated to ensure its effectiveness and alignment with regulatory requirements and best practices.
3. Determination of Risk Management Direction, Strategies, and Programmes.
   In strengthening risk management implementation, the Committee set the overall direction and strategies for risk management and oversaw the execution of key risk management programmes across all business units. This included initiatives to enhance risk awareness and support sound and prudent business decision-making.
4. Evaluation of Risk Profile and Capital Adequacy
   The Committee regularly evaluated the Bank's overall risk profile covering all material risk types and reviewed the adequacy of capital through capital adequacy analysis. The results of these evaluations formed the basis for recommendations to the Board of Directors regarding risk mitigation measures and capital strengthening initiative.
5. Establishment of Policies and Enhancement of Risk Management Processes
   The Committee reviewed and approved various risk management policies and ensured continuous improvement of risk management processes. Such enhancements were aimed at strengthening the effectiveness of risk identification, measurement, monitoring, and control.
6. Determination of Risk Appetite and Risk Methodologies
   The Committee established and periodically reviewed the Bank's Risk Appetite and risk management methodologies, taking into account capital capacity, business strategy, and prevailing economic conditions. The Risk Appetite serves as a clear guideline for Management in conducting the Bank's business activities.
7. Monitoring of Loan and Portfolio Diversification
   The Committee monitored the diversification of the Bank's loan and portfolio exposures by business segment, industry sector, and debtor. In addition, the Committee reviewed credit risk indicators and credit risk measurement methodologies to ensure the Bank's asset quality remained sound.

In addition to the above duties, the Committee discussed other strategic issues related to the Bank's risk management activities, including regulatory compliance, and developments in risk exposures requiring special attention.

Purchasing Committee

Legal Basis of Establishment

The Purchasing Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 061/SK-DIR/XI/2025 dated 25 November 2025. The Purchasing Committee plays a key role in supervising the entire procurement process, including vendor selection, purchase approvals, compliance, risk assessment, and budget review. In addition, the Purchasing Committee also makes decisions and escalates matters in accordance with the prevailing financial authority thresholds.

Composition

The Purchasing Committee is established by involving members who hold functions related to purchasing activities. Its membership composition is presented in the following table.

Membership Structure	Position in the Bank
Chairman and Member	Finance Director
Alternate Chairman and Member	President Director
Member	Chief Risk Officer
Member	Head of Budgeting, Planning & MIS
Member	Strategy Execution Specialist
Secretary and Member	Head of Strategy Execution*

*double-hatting as Head of General Services

Duties and Responsibilities

The Purchasing Committee's primary duties are to review and approve vendors based on predetermined criteria, ensure competitiveness, quality, and reliability, approve significant purchases in accordance with financial authority limits, ensure that all procurement activities comply with Bank policies and applicable regulations; evaluate risks within the procurement process and mitigate identified risks, as well as align procurement activities with the approved budget and financial plans.

Purchasing Committee Meetings

Throughout 2025, the Procurement Committee held a total of 4 (four) meetings.

New Products and Activities Committee

New Products and Activities Committee Charter

The New Products and Activities Committee was established based on the Board of Director's Decree, most recently amended through Director's Decree No. 028/SK-Dir/V/2025 dated 9 May 2025. The New Products and Activities Committee plays a role in providing recommendations to the Board of Directors regarding the development of new products and services, as well as conducting evaluations and enhancements of existing products, services, and activities within the Bank

Composition

The New Products and Activities Committee is established by involving members who hold functions related to the development and launch of new products and activities within the Bank as well as risk monitoring function. The composition of the Committee is presented in the following table:

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Chief Risk Officer
Member	Compliance Director
Member	Finance Director
Member	Corporate & Institution Banking Director
Member	Head of Retail Banking
Secretary and Member	Head of Operational Risk

Duties and Responsibilities

The New Products and Activities Committee's primary duties are to monitor the development of new products, services, and activities in line with the Bank's strategy and business plan, to oversee their implementation and launch, and to evaluate the benefits and risks of those products and activities to the Bank.

New Products and Activities Committee Meetings

Throughout 2025, the New Products and Activities Committee held a total of 12 meetings, with details on attendance presented as follows:

Attendance Recap of the New Products and Activities Committee Meetings in 2025

New Products and Activities Committee	Number of Meetings	Attendance
President Director	12	11
Chief Risk Officer	12	11
Compliance Director	12	9
Finance Director	12	11
Corporate & Institution Banking Director*	12	10
Head of Retail Banking	12	12
Head of Operational Risk	12	11

* Effective as New Products and Activities Committee member on 25 February 2025

Implementation of Duties in 2025

The realisation of the New Products and Activities Committee's duties implementation in 2025 is as follows:

1. Approved the following new product
   a. Bancassurance product reference - Allianz Life Legacy Pro
   b. Bancassurance product reference - ALIA
   c. Adding a new asset class to the existing Mutual Fund product - MANUFIX Class Income 1.
2. Approved the following new activity:
   a. Development of the Retail Government Bond system including registration of PPE-EBUS license to Financial Services Authority (OJK)
   b. Telephone transactions
   c. Partnership programme with Cloud ERP
   d. Additional features in QNB Indonesia Mobile Banking
   e. Implementation of API channel
3. Approval of UCan closure.
4. Conducting periodic evaluations, both quarterly and annually on Bank's product and activity performance.

Information Technology Steering Committee

Legal Basis of Establishment

The Information Technology Steering Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 059/SK-DIR/XI/2025 dated 10 November 2025. The Information Technology Steering Committee plays a role in supporting the Board of Directors by providing direction and recommendations related to the strategy, development, and implementation of information technology within the Bank.

Information Technology Steering Committee Charter

This Decree stipulates the establishment and the duties and responsibilities of the Information Technology Steering Committee of PT Bank QNB Indonesia Tbk, including but not limited to adjusting the membership structure in accordance with the latest organisation conditions, monitoring technology performance and system reliability, and ensuring the implementation of ongoing IT projects in compliance with OJK Regulation No. 11/POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks.

Composition

The Information Technology Steering Committee comprises officials whose functions are related to IT activities within the Bank. Its membership composition is presented in the following table.

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Finance Director
Secretary and Member	Head of IT
Member	Head of Treasury & Financial Institution
Member	Chief Risk Officer
Member	Head of Retail Banking
Permanent Invitee	Chief Auditor
Permanent Invitee	Head of IT Security & Risk Management
Permanent Invitee	IT Infrastructure Services Head
Permanent Invitee	Project Delivery Head
Permanent Invitee	Act. IT Dev. & User Services Head
Permanent Invitee	IT Strategy & Governance Head
Permanent Invitee	IT Strategy & Governance Head

Duties and Responsibilities

The IT Steering Committee is responsible for providing recommendations to the Board of Directors regarding IT strategic and development plans, policies and procedures, cost-effectiveness, performance monitoring, issue resolution, and adequacy and allocation of IT resources.

Information Technology Steering Committee Meetings

Throughout 2025, the Information Technology Steering Committee held a total of 4 meetings, with details of attendance and agendas presented as follows:

Attendance Recap of the Information Technology Steering Committee Meetings in 2025

Information Technology Steering Committee	Number of Meetings	Attendance
President Director	4	4
Finance Director	3	3
Head of IT	4	4
Treasury & Financial Institution Director	4	4
Chief Risk Officer	3	3
Head of Retail Banking	3	3
Chief Auditor	4	4
Head of IT Security & Risk Management	4	4
Digital Solutions Head	4	4
IT Infrastructure Services Head	4	4
Project Delivery Head	4	4
IT Dev. & User Services Head	4	4
IT Strategy & Governance Head	4	4

Implementation of Duties in 2025

The realisation of the New Products and Activities Committee's duties implementation in 2025 is as follows:

1. The Infrastructure Service Head has onboard.
2. 100% CAPEX utilisation by the end of December.
3. IT Governance is being strengthened by completing all 29 contracts stated as RMA closing.
4. A total of 16 out of 18 IT projects scheduled for 2025 have been completed on time.
5. Procurement and bidding activities for 2026 initiatives have been initiated.
6. DWH development efforts have transitioned into Data Quality initiatives
7. Upgrade OPICS from version 4.7 to 4.12 while assessing CAPEX savings and resource capacity across divisions.
8. Equation upgrade will proceed after iSeries refreshment project completed and bidding process with commit early in the 2026.
9. The trend for vulnerabilities for workstations & Server is decreasing.
10. A tracking system has been successfully created to monitor IT Regulatory report for compliancy
11. Implementation for Exchange Online migration
12. Successful DR exercise in 2 batches
13. Update IT Policy and IT procedures with no overdue

Human Resources Committee

Legal Basis of Establishment

Legal Basis of Establishment
The Human Resources Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 013/SK-DIR/IV/2022 dated 7 April 2022. The Human Resources Committee is responsible for monitoring the adequacy of human resources in supporting the business strategy implementation.

Human Resources Committee Charter

1. Financial Services Authority Regulation No. 55/POJK.03/2016 dated 7 December 2016 regarding the Implementation of Corporate Governance for Commercial Banks.
2. Circular Letter of Financial Services Authority No.13/SEOJK/2017 dated 17 March 2017 regarding the Implementation of Good Corporate Governance for Commercial Banks.

Composition

The Human Resources Steering Committee consists of officials whose roles are related to HR activities within the Bank. Its membership composition is presented in the following table.

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Head of Human Resources
Member	Compliance Director
Member	Finance Director
Member	Corporate & Institutional Banking Director
Member	Chief Risk Officer
Member	Chief Credit Officer
Member	Head of Retail Banking
Secretary/Non-Member	HRBP & Industrial Relation Head

Duties and Responsibilities

The Human Resources Committee has the primary responsibility to establish strategic HR plans, ensure alignment between HR projects and the strategic HR plan as well as individual project plans, ensure training and development programmes meet the Bank's needs, minimise potential HR-related risks, monitor performance appraisal processes and enhance HR performance, and resolve various HR-related issues.

Human Resources Committee Meetings

Throughout 2025, the Human Resources Committee held a total of 4 (four) meetings, with details of attendance and agendas presented as follows:

Attendance Recap of the Human Resources Committee Meetings in 2025

Human Resources Committee	Number of Meetings	Attendance
President Director	4	4
Head of Human Resources	4	4
Compliance Director	4	4
Finance Director	4	4
Corporate & Institutional Banking Director	4	4
Chief Risk Officer	4	-
Chief Credit Officer	4	-
Head of Retail Banking	4	-
HRBP & Industrial Relation Head	4	4

Implementation of Duties in 2025

Throughout 2025, the Human Resources Committee of QNB Indonesia performed its duties and responsibilities in establishing and overseeing the implementation of HR strategic plan to ensure alignment with the Bank's business direction and strategy. The Committee ensured the alignment of various HR initiatives and projects with the HR strategic plan and needs of each work unit.

The Committee also monitored the effectiveness of training and development programmes to ensure they met the Bank's competency needs while minimising potential HR-related risks. Furthermore, the Committee oversaw the performance appraisal process to encourage continuous improvement in HR performance, and discussed and resolved various strategic issues related to HR management throughout the reporting year.

Fraud Oversight Committee

Legal Basis of Establishment

The Fraud Oversight Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 060/SK-DIR/XI/2023 dated 9 November 2023. The Fraud Oversight Committee's role is to oversee the implementation of the fraud risk management as well as anti-bribery and anti-corruption programmes.

Fraud Oversight Committee Charter

The Fraud Oversight Committee operates under a Charter (Fraud Oversight Committee Charter) which serves as the guideline for the execution of its duties and responsibilities.

Composition

The Fraud Oversight Committee is established with members who hold functions related to fraud risk oversight, including anti-bribery and anti-corruption aspects. The committee's membership structure is presented in the table below:

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Compliance Director
Member	Head of Human Resources
Member	Chief Risk Officer
Secretary and Member	Head of Financial Crime Compliance
Observer	Vice President Fraud Investigations and Monitoring Vice President Anti-Fraud Assurance & Strategy

Duties and Responsibilities

The Fraud Oversight Committee's primary responsibility is to oversee and provide guidance on the Bank's fraud risk management and anti-bribery and anti-corruption programmes, including supervision of the whistleblowing reporting system.

Fraud Oversight Committee Meetings

Throughout 2025, the Fraud Oversight Committee held a total of 4 (four) meetings, with details of attendance and agendas presented as follows:

Attendance Recap of the Fraud Oversight Committee Meetings in 2025

Fraud Oversight Committee	Number of Meetings	Attendance
President Director	4	4
Compliance Director	4	4
Head of Human Resources	4	4
Chief Risk Officer	4	4
Head of Financial Crime Compliance	4	4
Chief Financial Crime Compliance	4	2

Implementation of Duties in 2025

The realisation of the Fraud Oversight Committee's duties implementation in 2025 is as follows:

1. Oversaw the implementation of the Bank's anti-fraud strategy and fraud risk management
2. Reviewed reports on fraud cases and fraud trends occurring within the Bank
3. Discussed the results of fraud investigations and monitored the implementation of corrective follow-up actions
4. Evaluated the adequacy of polices, procedures and internal controls related to fraud prevention and handling
5. Provided recommendation to management regarding the strengthening of controls and fraud risk mitigation

Credit Policy Committee

Legal Basis of Establishment

The Credit Policy Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 044/SK-Dir/VIII/2025 dated 28 August 2025.

Credit Policy Committee Charter

The Credit Policy Committee is an internal part of the Bank that is tasked with managing and evaluating credit policies to ensure they are in accordance with prudential principles to support healthy credit provision, referring to prudential principles and laws and regulations in the Indonesian banking sector, as well as OJK regulations regarding GCG.

Composition

The Credit Policy Committee is composed of officials whose roles are related to the formulation and development of credit policies in the Bank. Its membership structure is presented in the table below.

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Chief Credit Officer (CCO)
Secretary and Member	Head of Credit Policies & Governance
Member	Corporate & Institutional Banking Director
Member	Chief Risk Officer
Non-Voting Member	Head of Legal
Non-Voting Member	Chief Auditor
Invitee (Non-Voting)	Head of Regulatory Compliance
Invitee (Non-Voting)	Head of Corporate Banking

Duties and Responsibilities

The Credit Policy Committee's primary duties are to provide advice to the Board of Directors in formulating the credit policy and supervising its implementation, as well as to monitor the development of the credit portfolio, implementation of credit approval, Legal Lending Limits of the Bank, and compliance with laws and regulations relating to credit.

Credit Policy Committee Meetings

Throughout 2025, the Credit Policy Committee held a total of 1 meetings, with details of attendance as follows:

Attendance Recap of the Credit Policy Committee Meetings in 2025

Credit Policy Committee	Number of Meetings	Attendance
President Director	1	1
Chief Credit Officer (CCO)	1	1
Head of Credit Policies & Governance	1	1
Corporate & Institutional Banking Director	1	1
Chief Risk Officer	1	1
Head of Legal	1	1
Chief Auditor	1	1

Implementation of Duties in 2025

In 2025, the Credit Policy Committee consistently carried out its roles and responsibilities in formulating and overseeing credit policies, including ensuring their effective implementation. Furthermore, the Committee continuously monitored the development of credit portfolio and credit approval process, as well as compliance with Legal Lending Limit (LLL) and applicable laws and regulations.

Operational Risk Committee

Operational Risk Committee Charter

The Operational Risk Committee was established based on the Board of Directors' Decree, most recently amended through Decree No. 074/SK-DIR/XII/2025 dated 12 December 2025. The Operational Risk Committee is responsible for supporting the supervision and monitoring of the operational risk management implementation within the Bank.

Composition

The Operational Risk Committee is composed of members who hold functions related to operational risk control and monitoring within the Bank. Its membership structure is presented in the following table.

Membership Structure	Position in the Bank
Chairman and Member	Chief Risk Officer
Alternate Chairman and Member	President Director
Member	Compliance Director
Member	Finance Director
Member	Chief Credit Officer
Member	Head of Retail Banking
Member	Act. Head of Operation and Technology
Secretary and Member	Head of Human Resources
Secretary and Member	Head of Operational Risk

Duties and Responsibilities

The Operational Risk Committee's primary duties are to propose strategies, frameworks, policies, procedures, methodologies, and operational risk tools along with related amendments, to review the Bank's operational risk profile and exposures to ensure adequacy, to approve corrective action plans to address existing control weaknesses and risks, to ensure that risk control and monitoring processes are consistent with internal procedures, applicable regulations, and best practices, to discuss mitigation measures for operational risk events, and to handle other related matters.

Operational Risk Committee Meetings

Throughout 2025, the Operational Risk Committee held a total of 4 (four) meetings, with details of attendance presented as follows:

Attendance Recap of the Operational Risk Committee Meetings in 2025

Operational Risk Committee	Number of Meetings	Attendance
Chief Risk Officer	4	4
President Director	4	3
Compliance Director	4	4
Finance Director	4	4
Corporate & Institutional Banking Director*	4	2
Chief Credit Officer	4	4
Head of Retail Banking	4	4
Head of Human Resources	4	4
Head of Operational Risk	4	4

*Corporate & Institutional Banking Director effective date as ORC member dd. 3rd July 2025

Implementation of Duties in 2025

The realisation of the Operational Risk Committee's duties implementation in 2025 is as follows:

1. Operational Risk Committee acknowledged recommendation to implement Operational Risk Awareness KPI on self-identified RMA by Line 1 which include improvement initiative in minimising execution errors of key process.
2. Monitor Risk Appetite related to operational risk and discuss if there are exceedance.
3. Review operational risk profile and its exposure such as Key Risk Indicators (KRI), operational risk incident and losses including its root causes, customer complaints trend, and Internal Audit finding.
4. Approve corrective action plan to improve any control weaknesses and risks that are escalated to Operational Risk Committee.
5. Discuss and deliberate on operational risk event mitigation.
6. Review annual RCSA plan and its result, include review ongoing execution and outstanding actions resulting from risks deemed outside of appetite.
7. Implement and Review Business Continuity Management and Crisis Management Policy and Framework.
8. Review Operational Risk Committee Terms of Reference in July and December 2025.

AML CFT CPF Committee

Legal Basis of Establishment

The AML CFT CPF Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 025/SK-DIR/III/2024 dated 27 March 2024. The committee is responsible for monitoring the implementation of the AML CFT CPF and Sanctions Programmes.

AML CFT CPF Committee Charter

The AML CFT CPF Committee performs its duties and responsibilities in accordance with the AML CFT CPF Committee Charter, which has been established by Management as a reference for the effective executive of the Committee's roles, authorities and governance in compliance with applicable regulations.

Composition

The AML CFT CPF Committee is composed of members who have roles related to the implementation of the AML CFT CPF and Sanctions Programmes. Its membership structure is presented in the following table.

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Compliance Director
Member	Chief Risk Officer
Member	Corporate & Institutional Banking Director
Member	Finance Director
Member	Head of Retail Banking
Member	Head of Human Resources
Member	Head of Information Technology
Member	Head of Operations
Member	Head of Treasury & Financial Institutions
Secretary and Member	Head of FCC/AML Head

Duties and Responsibilities

The AML CFT CPF Committee's primary duties are to monitor the implementation of the AML CFT CPF and Sanctions Programmes (including CDD and Sanctions processes, control weaknesses, and other AML CFT CPF risks), by complying with the standards of the Bank and QNB Group, as well as applicable AML CFT CPF regulations/rules/laws to ensure effective follow-up on material issues and financial crime risks that fall under the Committee's attention.

AML CFT CPF Committee Meetings

Throughout 2025, the AML CFT CPF Committee held a total of 4 (four) meetings, with details of attendance and agendas presented as follows:

Attendance Recap of the AML CFT CPF Committee Meetings in 2025

Komite APU PPT PPPSPM	Number of Meetings	Attendance
President Director	4	4
Compliance Director	4	4
Chief Risk Officer	4	4
Corporate & Institutional Banking Director	4	2
Finance Director	4	4
Head of Retail Banking	4	3
Head of Human Resources	4	4
Head of Information Technology	4	3
Head of Operations	4	2
Head of Treasury & Financial Institutions	4	0
Head of FCC/AML Head	4	4

Agendas of the AML CFT CPF Committee Meetings in 2025

No.	Date	Agenda
1	17 March 2025	AML CFT CPF Committee Meeting Q1
2	10 June 2025	AML CFT CPF Committee Meeting Q2
3	11 November 2025	AML CFT CPF Committee Meeting Q3
4	19 December 2025	AML CFT CPF Committee Meeting Q3

Implementation of Duties in 2025

The realisation of the AML CFT CPF Committee's duties implementation in 2025 is as follows:
1. Evaluated and oversaw the implementation of the AML CFT CPF Programme, including policies, procedures and internal controls.
2. Reviewed and monitored reporting transaction trends, including developments in transaction volume and frequency, as a basis for understanding the level of ML, TF and PF risks encountered by the Bank in the context of risk mitigation.
3. Provided strategic direction based on the results of the ML, TF and PF risk assessments.
4. Discussed and monitored follow-up actions on findings from internal audit, external audit and regulatory examinations related to the implementation of the AML CFT CPF Programme.
5. Monitored the effectiveness of suspicious transaction reporting and the implementation of the transaction monitoring system.
6. Discussing the follow-up action on data updating target.
7. Update enhancement progress of the SmartAML system.
8. Informing the results of the Financial Integrity Rating (FIR) on Money Laundering and Terrorism Financing Assessment.
9. etc.

UCan Product Committee

Legal Basis of Establishment

The UCan Product Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 047 dated 21 December 2022. The Operational Risk Committee is responsible for providing leadership, direction, and oversight across the planning and execution of products, programmes, services, and activities of UCan digital loan to align with the vision and strategic direction of the Bank, while ensuring the implementation of good corporate governance principles in every business activity of the Bank at all levels of the organisation.

UCan Product Committee Charter

Committee charter with purpose of committee formation, legal foundation, structure, authorities and responsibilities, as well as meeting governance and reporting is stipulated in Decree of Directors dated 21 December 2022.

Composition

The UCan Product Committee is established by involving members who have functions related to the implementation of UCan initiatives within the Bank. Its membership structure is presented in the table below.

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman and Member	Head of Retail Banking
Member	Finance Director
Member	Head of Treasury & Financial Institution
Member	Chief Risk Officer
Member	Head of Strategy Execution
Member	Head of Operational Risk
Member	Head of Budgeting, Planning, and MIS
Member	Head of Information Technology
Member	Head of Credit Remedial
Secretary and Member	Head of Retail Product Management
Permanent Invitee	Compliance Director
Permanent Invitee	Chief Auditor
Permanent Invitee	Head of Regulatory Compliance
Permanent Invitee	Head of Operations
Permanent Invitee	Retail Loan Collection Head
Non-Permanent Invitee	Head of Legal

Membership Structure	Position in the Bank
Non-Permanent Invitee	Head of E-Channels
Non-Permanent Invitee	Head of IT Security & Risk Management

Duties and Responsibilities

The UCan Product Committee's primary duties are to ensure good corporate governance in the implementation of UCan product processes related to new products, programmes, services, and activities, as well as to align them with the Bank's vision, mission, and business plan. The UCan Product Committee is also responsible for supervising, evaluating, approving, and ensuring the availability of procedures related to the implementation of products, programmes, services, and activities. Lastly, the UCan Product Committee evaluates UCan products, programmes, services, and activities in relation to their benefits and risks to the Bank.

UCan Product Committee Meetings

Throughout 2025, the UCan Product Committee held a total of 7 (seven) meetings, with details of attendance and agendas presented as follows:

Attendance Recap of the UCan Product Committee Meetings in 2025

UCan Product Committee	Number of Meetings	Attendance
President Director	7	4
Head of Retail Banking	7	5
Finance Director	7	6
change to Head of Treasury & Financial Institution	N/A	N/A
Chief Risk Officer	7	6
Head of Strategy Execution	7	5
Head of Operational Risk	7	5
Head of Budgeting, Planning, and MIS	7	6
Head of Information Technology	7	6
Head of Credit Remedial	7	6
Head of Retail Product Management	7	7
Compliance Director	7	5
Chief Auditor	7	4
Head of Regulatory Compliance	7	7
Head of Operations	7	6
Retail Loan Collection Head	7	7
Head of Legal	7	2
Head of E-Channels	7	1
Head of IT Security & Risk Management	7	4

Implementation of Duties in 2025

The realisation of the Ucan Product Committee's duties implementation in 2025 is as follows:
1. Monitor and evaluate UCan product performance.
2. Provide guidance on UCan product continuation aligned with the Bank's strategy.
3. Provide considerations and decision on UCan product exit.

Governance, Risk, and Compliance (GRC) Committee

Legal Basis of Establishment

The Governance, Risk, and Compliance (GRC) Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 047/SK-DIR/VIII/2023 dated 21 August 2023. The Committee is responsible for overseeing risk management, good corporate governance, and compliance.

Governance, Risk and Compliance (GRC) Committee Charter

The work guidelines of the Governance, Risk and Compliance Committee (GRC) are outlined in the Decree of Directors' No. 047/SK-DIR/VIII/2023 dated August 21, 2023.

Composition

The GRC Committee comprises parties who perform functions related to the implementation of good corporate governance principles across all levels of the Bank's organisation. The Committee's membership structure is presented in the table below.

Membership Structure	Position in the Bank
Chairman	Compliance Director
Vice Chairman	Chief Risk Officer
Secretary and Member	Head of Regulatory Compliance
Permanent Member	• Chief Auditor • Head of Operation Risk • Head of Financial Crime Compliance*) • Head of Corporate Secretary*) *) Permanent member for relevant regulation
Non-Permanent Member	All Division Heads/Parties invited/appointed to attend the meeting based on the GRC Committee agenda.

Duties and Responsibilities

The GRC Committee is responsible for disseminating information to all relevant stakeholders regarding the fulfilment of regulatory requirements. The Committee also provides recommendations to all impacted divisions or work units to ensure timely follow-up on regulatory requirements identified from newly issued regulations and/or amendments, such as ensuring that the Bank's policies, guidelines, system, dan procedures are aligned with applicable regulatory provisions dan laws, as well as ensuring compliance with all regulatory obligations.

Governance, Risk and Compliance (GRC) Committee Meetings

During 2025, GRC Committee meetings were held 3 (three) times with the following details of attendance and agenda:

Attendance Recap of the GRC Committee Meetings in 2025

GRC Committee	Number of Meetings	Attendance
Compliance Director	3	3
Chief Risk Officer	3	3
Head of Regulatory Compliance	3	3
Chief Auditor	3	3
Head of Financial Crime Compliance	3	1
Head of Corporate Secretary	3	2
Head of Operation Risk	3	3

Agendas of the GRC Committee Meetings in 2025

No.	Date	Agenda
1	12 November 2025	Discussion of 6 (six) new regulations from Bank Indonesia as follows: 1. PADG No. 18 of 2025 on Criteria, Requirements, and Use of Securities in Monetary Operations 2. PADG No. 19 of 2025 on Infrastructure and Participation in Monetary Operations 3. PADG No. 20 of 2025 on Rupiah Monetary Operations 4. PADG No. 21 of 2025 on Foreign Currency Monetary Operations 5. PADG No. 22 of 2025 on Amendments to PADG No. 21 of 2023 on Implementing Regulations for Short-Term Liquidity Loans for Conventional Commercial Banks 6. PADG No. 23 of 2025 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units (PADG RIM PLM)
2	8 December 2025	Discussion of PADG No. 24 of 2025 on the Implementation of Real-Time Fund Settlement through Bank Indonesia-Real Time Gross Settlement System
3	17 December 2025	Discussion of SEOJK No. 26 of 2025 on Internal Liquidity Adequacy Assessment Process (ILAAP) for Commercial Banks

Implementation of Duties in 2025

The realisation of the Implementation of the GRC Committee's duties in 2025 is as follows
1. Conducted discussion on new and updated regulations that have an impact to the Bank.
2. Provided recommendations to the affected divisions/work units to ensure the follow-up and fulfilment of regulatory requirements and obligations arising from new or amended regulations.
3. Conducted discussion to determine the division/work unit responsible for new activities required by regulatory requirements.

Environmental, Social and Governance (ESG) Committee

Legal Basis of Establishment

The Environmental, Social and Governance (ESG) Committee was established based on the Board of Directors' Decision Letter No. 050/SK-DIR/IX/2025 dated 15 September 2025. The Committee is to assist Board of Directors in formulating, implementing and monitoring the Bank's sustainability and ESG strategy in alignment with the applicable regulations.

Composition

The ESG Committee comprises parties who perform functions related to the implementation of good corporate governance principles across all levels of the Bank's organisation. The Committee's membership structure is presented in

Membership Structure	Position in the Bank
Chairman	President Director
Alternate Chairman and Member	Compliance Director
Secretary and Member (with voting right)	Head of Corporate Secretary
Member (with voting right)	Corporate and Institutional Banking Director
Member (with voting right)	Finance Director
Member (with voting right)	Chief Risk Officer
Member (with voting right)	Chief Credit Officer
Member (with voting right)	Head of Strategy Execution
Member (with voting right)	Head of Budgeting, Planning & MIS

Duties and Responsibilities

The ESG Committee's duties and responsibilities are (1) To ensure that ESG strategies and policies are formulated, implemented, and periodically updated; (2) To review and provide recommendations on the RAKB and Sustainability Report prior to submission to Board of Directors for approval; (3) To monitor divisional ESG KPIs, including Net Zero targets, climate risk management, also Social and Environmental Responsibilities (CSR) implementation; (4) To oversee ESG risk governance, including Third Party Management, conflict of interest handling, and compliance with applicable regulations; (5) To support the Board of Directors in ESG-related communication and engagement with regulators, investors, and other stakeholders; (6) To ensure regular ESG training and capacity building programmes for Board of Commissioners, Board of Directors and employees.

Environmental, Social and Governance (ESG) Committee Meetings

Throughout 2025, the ESG Committee held a total of 2 (two) meetings since its formation in September 2025, with details of attendance and agendas presented as follows:

Attendance Recap of the ESG Committee Meetings in 2025

ESG Committee	Number of Meetings	Attendance
President Director	2	2
Compliance Director	2	2
Corporate and Institutional Banking Director	2	2
Finance Director	2	2
Head of Corporate Secretary	2	2
Chief Risk Officer	2	2
Chief Credit Officer	2	1
Head of Strategy Execution	2	2
Head of Budgeting, Planning & MIS	2	2

Implementation of Duties in 2025

The realisation of the ESG Committee's duties implementation in 2025 since the establishment in September 2025 is as follows:
1. ESG Framework
2. TKBI v2 2025 Reporting in October 2025
3. RAKB 2026-2028

Artificial Intelligence (AI) Governance Committee

Legal Basis of Establishment

The Artificial Intelligence (AI) Governance Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter No. 032A/SK-DIR/VI/2025 dated 24 June 2025. The Committee is responsible for overseeing risk management, good corporate governance, and compliance.

Artificial Intelligence (AI) Governance Committee Charter

1. Establish Ethical and Responsible Use of AI
2. Ensure Compliance with Laws and Regulations
3. Risk Management and Mitigation
4. Promote Transparency and Accountability
5. Support AI Policy and Strategy
6. Educate and Guide Stakeholders

Composition

The AI Governance comprises parties who perform functions related to the implementation of good corporate governance principles across all levels of the Bank's organisation. The Committee's membership structure is presented in the table below.

Membership Structure	Position in the Bank
Chairman and Member	President Director
Alternate Chairman & Member	Compliance Director
Secretary and Member	Head of IT
Member	Chief Risk Officer
Member	Corporate & Institutional Banking Director
Member	Finance Director
Member	Chief Credit Officer
Member	Head of Human Resources
Member	Head of Retail Banking
Member	Head of IT Security & Risk Management
Permanent Member	Chief Auditor
Permanent Member	Head of IT & IS Audit
Permanent Member	Head of Legal
Permanent Member	Head of Operational Risk
Permanent Member	Head of Operations
Permanent Member	Head of Regulatory Compliance
QNB Subject Mater Expert	Group Information & Technology Division (GITD)
QNB Subject Mater Expert	Group Information Security (GIS)

Duties and Responsibilities

The AI Governance Committee's primary duties are to disseminate information to all Bank employees on matters related to ESG, to request updates and enhancements to the Bank's policies, regulations, systems, and procedures to ensure alignment with OJK regulations and applicable laws and regulations; as well as to determine the divisions and units affected by the issuance of new regulations and/or amendments, including the fulfilment of reporting obligations as well as the updating and improvement of existing policies, regulations, systems, and procedures within the Bank.

Artificial Intelligence (AI) Governance Committee Meetings

Throughout 2025, the AI Governance Committee's held a total of one meeting, with details of attendance and agendas presented as follows:

Attendance Recap of the AI Committee Meetings in 2025

AI Governance Committee's	Number of Meetings	Attendance
Compliance Director	1	1
Chief Risk Officer	1	1
Head of Regulatory Compliance	1	1
Compliance Advisory Head	1	1
Chief Auditor	1	1
Head of Financial Crime Compliance	1	1
Head of Corporate Secretary	1	1
Head of Operational Risk	1	1

Implementation of Duties in 2025

The realisation of the AI Governance Committee's duties implementation in 2025 is as follows:
1. Establish the strategic framework of AI, prioritising initiatives with transformative potential.
2. Review AI strategy annually and ensure it is consistent with the Bank's strategic objective.
3. Monitor the performance implementation of AI across the Bank.
4. Establish the priorities and allocation of AI budget.
5. Ensure adherence to regulatory, ethical, and data protection in relation to implementation of AI within the Bank.
6. Ensure that needed resources and supporting infrastructure are available to implement the AI initiatives, as well as regulatory compliance requirements.
7. Act as final escalation committee for acceptance or rejection of risks related to AI matters within the Bank.

Information Security Committee

Legal Basis of Establishment

The Information Security Committee was established based on the Board of Directors' Decision Letter, most recently amended through Decision Letter 002/SK-Dir/I/2025 dated 6 Januari 2025. The Committee is responsible to set strategic direction, oversees implementation, allocates resources, and makes final decisions on information security and cyber risks.

Information Security Committee Charter

The Information Security Committee's operating guidelines are based on Decision Letter No. 002/SK-Dir/I/2025 dated 6 January 2025. The committee's functions include establishing and evaluating the strategic framework for Information Security to align with the Bank's objectives, while continuously monitoring its implementation and performance. The committee also determines priorities and budget allocations, ensures the availability of supporting resources and infrastructure, and serves as the final decision-maker regarding cyber risks and Information Security.

Composition

Information Security Committee comprises parties who perform functions related to the implementation of good corporate governance principles across all levels of the Bank's organisation. The Committee's membership structure is presented in the table below.

Membership Structure	Position in the Bank
Chairman and Member	Chief Risk Officer (CRO)
Alternate Chairman & Member	President Director
Secretary and Member	IT Security & Risk Analyst
Member	Compliance Director
Member	Finance Director
Member	Head of Operations & IT
Member	Head of IT Security & Risk Management
Permanent Member	Chief Auditor
Permanent Member	Head of IT & IS Audit
Permanent Member	Head of Operational Risk
Permanent Member	Head of Regulatory Compliance
QNB Subject Mater Expert	Group Information Security (GIS)

Duties and Responsibilities

The Information Security Committee provides strategic direction, oversight, and governance for information security by setting strategy, monitoring performance, allocating resources, ensuring regulatory compliance, and making final decisions on cybersecurity and information security risk acceptance.

Information Security Committee Meetings

Throughout 2025, the Information Security Committee held a total of four meetings, with details of attendance and agendas presented as follows:

ESG Committee	Number of Meetings	Attendance
Presiden Direktur	4	4
Chief Risk Officer	4	4
Compliance Director	4	4
Finance Director	4	4
Group Information Security (GIS)	4	3
Head of Operations & IT	4	4
Head of IT Security & Risk Management	4	4

Implementation of Duties in 2025

The realisation of the Information Security Committee's duties implementation in 2025 is as follows:

1. Review Information Security strategy to ensure it is consistent with the Bank's strategic objective.
2. Monitor the performance implementation of Information Security across the Bank.
3. Establish the priorities and allocation of Information Security.
4. Ensure adherence to regulatory, ethical, and data protection in relation to implementation of Information Security within the Bank.
5. Ensure that needed resources and supporting infrastructure are available to implement the Information Security initiatives, as well as regulatory compliance requirements.
6. Act as final escalation committee for acceptance or rejection of risks related to Information Security matters within the Bank.

Corporate secretary

Legal Basis

The Corporate Secretary performs its functions under the supervision of the Compliance Director and reports directly to the Board of Directors. The Corporate Secretary is appointed and dismissed by the Board of Directors' Decision, with the legal basis for the appointment stipulated in the Board of Directors' Decision Letter No. 005/SK-HMSD-HRBP/V/2018 dated 11 May 2018.

Profile

Indah Mathilda
Head of Corporate Secretary

The profile of the Head of Corporate Secretary, Indah Mathilda, is presented in the Company Profile chapter under the Executive Management Profile section of this Annual Report.

Corporate Secretary's Competence Development

The training and competence development activities for the Corporate Secretary throughout 2025 are presented in the following table

Date	Training & Seminar	Type	Organiser
13 February 2025	Personal Data Protection (PDP) E-Learning 2025	E-Learning	Internal
19 May 2025	E-Learning Business Continuity Coordinators Awareness 2025	E-Learning	Internal
30 April 2025	E-Learning Sanction Awareness 2025	E-Learning	Internal
4 June 2025	Artificial Intelligence (AI) Training 2025	Workshop	External
17 June 2025	Risk Management Certification Briefing & Test Level 4 - June Batch	Workshop	External
24 June 2025	E-Learning QNB Sustainable Finance 2025	E-Learning	Internal
26 July 2025	AML, CTF, and CPF E-Learning 2025 New Module	E-Learning	Internal
12 September 2025	Refreshment on NPAP (New Product Approval Policy) Template	Workshop	External
23 September 2025	E-Learning Anti-Fraud Management & Investigation 2025 New Module	E-Learning	Internal
11 December 2025	Forum ESG: Green Economic Outlook 2026	Workshop	External

Implementation of Duties in 2025

Throughout 2025, the Corporate Secretary carried out the following duties and responsibilities:

1. Effective and transparent implementation of the liaison function between the Bank and regulators, shareholders, investors, the media, and other stakeholders, including fulfilling reporting and information disclosure obligations in accordance with applicable regulations.
2. Organising and coordinating meetings of the Board of Directors and the Board of Commissioners, including providing meeting materials, preparing meeting minutes, monitoring follow-up to meeting decisions, and managing meeting documentation and administration in an orderly manner.
3. Providing and delivering accurate, complete, and timely information to the Board of Directors and the Board of Commissioners to support effective decision-making.
4. Managing and maintaining company documentation, including corporate documents, regulatory reports, and corporate governance.
5. Carrying out other duties and responsibilities assigned by the Board of Directors and/or the Board of Commissioners in accordance with laws and regulations and the Bank's operational needs.

Internal audit

The Internal Audit function has been established by the Bank to provide independent & objective assurance, on the adequacy and effectiveness of governance, risk management and internal control processes implemented by management as well as advisory services to add value and improve the Bank's operations. The division accomplishes its roles by staying independent from day-to-day lime management responsibility which is critical to the ability to deliver objective audit coverage.

Internal Audit Division is established to examine that the Bank's operations in all lines of business, supporting units and branches are conducted according to the highest standards; to provide independent, objective assurance and advisory activities designed to add value and improve the Bank's operations; to advise the Bank on best practices and areas for necessary improvements and assurance to key regulatory authorities.

The Internal Audit Division is free from interference by any element in the Bank including on matters of audit selection, scope, frequency and internal report contents and acts professionally and ethically in executing its role, by complying with the mandatory elements of the regulatory requirements, International Professional Practices Framework (IPPF) and Bank policies and procedures and adopting standard guidelines and best practices issued by professional bodies such as the Basel Committee, IIA, ISACA, COSO, etc.

The Internal Audit Division is headed by the Chief Auditor, who reports directly to the President Director and/or the BoC through the Audit Committee. This responsibility includes the reporting of internal audit results on the adequacy and effectiveness of the governance framework, internal control system and risk management process of the Bank. Audit reports are submitted to the BoC, Audit Committee, President Director, and Compliance Director. Internal Audit can submit reports directly to the BoC if communication with the President Director is deemed inappropriate.

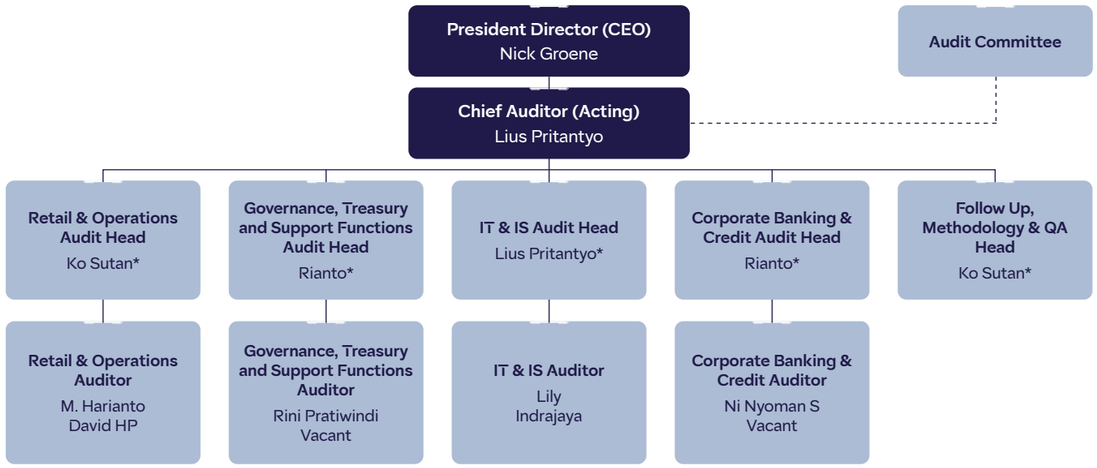
The appointment and dismissal of the Chief Auditor are carried out by the President Director with the approval of the Board of Commissioners by considering the Audit Committee recommendations and reported to OJK

The principal mission of Internal Audit is to enhance and protect organisational value by providing risk-based and objective assurance, advice, insight and foresight to strengthen the Bank's ability to create, protect and sustain our organisational values and assist Executive Management to achieve its objectives.

Structure & Position

As of 31 December 2025, the Internal Audit Division had 9 employees. The Internal Audit Division's experiences, current and ongoing professional development provide us with the required competencies to tackle the growing sophistication and challenges of the banking industry and stay abreast of the impact of emerging developments including digitalisation and increase in technology adoption by the financial industry. It is critical that the members possesses the necessary level of understanding and depth to be an equal counterpart of our respective businesses. The certifications held by these employees include Risk Management Certification, Certified Information Systems Auditor, Certified Information Security Manager, Certified Ethical Hacker, and Qualified Internal Auditor.

Internal Audit Organisational Structure



*) Double Hatting

Internal Audit Charter

The Bank has an Internal Audit Charter as a guideline for the work of the Bank's Internal Audit function. The Internal Audit Charter was enacted and approved by the Board of Commissioners through Decision Letter No. 1/04/007.02/XI/2023 dated 8 November 2023, which governs the scope of duties, authority, and responsibilities of Internal Audit in supporting the supervision and improvement of the effectiveness of internal control across all lines of the Company.

Chief Auditor Profile, Qualifications & Competence Development

Lius Pritantyo
Chief Auditor

Personal Data
Indonesian
46 years old as of 31 December 2025

Legal Basis of Appointment
Board of Directors' Decision Letter No. 040 dated 4 August 2025

Educational Background
Bachelor of Computer Science, Bina Nusantara University, 2001

Work Experience
August 2025 - current: Acting Chief Auditor
July 2020 - July 2025: IT & IS Audit Head

Concurrent Positions
IT & IS Audit Head

Certifications
CISA (Certified Information System Auditor)
CISM (Certified Information Security Manager)
Banking Risk Management Qualification 5

Chief Auditor's Responsibilities and Accountability

The Chief Auditor has the responsibility to:

1. Ensure the implementation of Internal Audit functions in accordance with regulatory requirements, Internal Audit Professional Standards, and Internal Audit Code of Ethics;
2. Responsible for hiring human resources with appropriate qualifications and skills to ensure that Internal Audit team possesses the required competences to examine all processes and functions within the Bank. Moreover, Internal Audit shall promote continuous professional development to ensure that skills and knowledge are maintained to a high standard, and support globally recognised professional certifications and qualifications so that Internal Audit team members possess the skills and other competencies to perform their responsibilities;
3. Compile and review the Internal Audit Charter at least once every 3 years;
4. Prepare an annual internal audit plan with budget allocation for the implementation of Internal Audit activities, to be approved by the President Director and Board of Commissioners by considering the Audit Committee's recommendation, and ensure the implementation of the approved internal audit plan;
5. Report significant findings, risks, and control issues to the Board of Directors for corrective action, and monitor and convey the progress of follow-up corrective actions to the President Director and the Board of Commissioners with copies to the Audit Committee and the director in charge of the compliance function;
6. Develop Key Performance Indicators (KPIs) to ensure the continuous improvement of Internal Audit;
7. Establish Internal Audit policies and procedures as guidelines for Internal Audit activities and ensure their regular reviews;
8. Attend Audit Committee meetings permanently and provide advice and support whenever required;.

Internal Audit Qualification and Certification

Internal auditors in the Internal Audit Division shall meet the following requirements:

1. Have integrity and professional conduct, be independent, honest, and objective in performing the duties.
2. Have the knowledge and experience of the technical audit, knowledge of management principles, processes, and activities of the auditee, and other disciplines relevant to the field of assignment.
3. Have knowledge of the laws and regulations in the banking and capital markets, as well as other related laws and regulations.
4. Have the ability to interact and communicate both verbally and in writing effectively.
5. Comply with the Code of Ethics for Internal Audit.
6. Adhere to the professional standards released by the Institute of Internal Auditors (IIA).
7. Maintain the confidentiality of company information and/or data related to the performance of Internal Audit duties and responsibilities, except where disclosure is required under applicable laws and regulations or pursuant to a court order/decision.
8. Understand the principles of Good Corporate Governance and Risk Management.
9. Improve the knowledge, skills, and professional abilities continuously.
10. Not hold concurrent duties or positions, nor engage in operational activities at the Bank, except for Internal Audit operational activities.

In performing the Internal Audit function, Internal Audit is supported by a team of auditors who possess appropriate qualifications and professional expertise. As of 31 December 2025, the qualifications and competencies of Internal Audit include Risk Management Certification, Certified Information Systems Auditor, Certified Information Security Manager, and Qualified Internal Auditor.

Internal Audit Duties & Responsibilities

The Internal Audit Division performs its duties and responsibilities in accordance with the provisions stipulated in the Internal Audit Charter. In general, these duties and responsibilities include the following:

1. Assist the President Director and the Board of Commissioners through the Audit Committee in preparing and implementing the audit plan, as well as monitoring of audit results.
2. Identify and report on issues, deficiencies, or weaknesses in the Bank's systems and processes for controlling its activities and managing risks, through risk-focused examination and assessment of specific samples of systems, processes, and controls, which cover:
   a. The adequacy and resilience of systems (including relevant technology) and procedures.
   b. Compliance with the Bank's objectives, strategies, and control guidelines issued by Management; as well as with prevailing laws and regulations, OJK, and other regulators relevant to the Bank's business.
   c. Evaluating the design and effectiveness of risk management, control, and organisational governance processes.
   d. Providing advisory services related to governance, risk management, and controls, as deemed appropriate by the Chief Auditor and the Audit Committee, including ongoing collaboration with the Compliance Division, Risk Management Division, IT and Information Security Division, and other functions to ensure that risks are properly identified and managed.
   e. Reporting significant risk exposures and control issues, including fraud risk, governance issues, and other matters as required or upon request by the President Director and the Board of Commissioners through the Audit Committee.
   f. Conducting specific evaluations of operational activities at the request of the President Director and the Board of Commissioners through the Audit Committee, or regulators.
3. Provide recommendations for improvement related to the activities reviewed at all levels of Management.
4. Prepare the audit reports and submit them to the President Director and the Board of Commissioners through the Audit Committee, with copies to the Compliance Director.
5. Assist the President Director and the Board of Commissioners in preparing the reporting to OJK regarding:
   a. The implementation and summary of audit results, including strictly confidential information of the audit results.
   b. Any findings that are expected to potentially disrupt the Bank's business sustainability.
   c. Reports on the results of reviews conducted by external parties containing opinions on the Internal Audit performance and its compliance with standards for the implementation of the Bank's internal audit function, as well as any improvements that may be required. External reviews are conducted at least once every 3 (three) years.
6. Report immediately any audit findings that could disrupt the Bank's business sustainability to the President Director and the Board of Commissioners through the Audit Committee.
7. Monitor audit follow-up actions and reporting periodically to the President Director and the Board of Commissioners through the Audit Committee.
8. Exercise due professional care in the performance of its responsibilities and must ensure that the confidentiality of all records and information accessed in the course of its duties is properly maintained/protected.
9. In cases where Internal Audit is requested to undertake reviews involving incidents of major control failure, significant financial losses, or fraud, such reviews shall focus on the identification of control gaps, process weaknesses, and areas to strengthen internal controls. Other relevant divisions shall be responsible for conducting detailed investigations, including determining employee accountability, undertaking necessary legal actions, and fulfilling any required reporting to the regulators.

Internal Audit Competence Development

The evolving skillsets required for Internal Auditors is crucial to the internal audit function and hence, the Audit employees participates in various training programmes, both internal and external, seminars, and workshops on an ongoing basis. Competence enhancement programmes held in 2025 included mandatory training on risk management, anti-fraud, Anti Money Laundering, and cybersecurity, as well as technical training on Artificial Intelligence (AI), presentation, negotiation skill, trade finance and revised global internal audit standards.

Implementation of Activities in 2025

Throughout 2025, the Internal Audit Division completed 13 audits, consisting of regulatory, regular audits and advisory reviews across the Bank. These audits were conducted based on the Risk-Based Audit approach, using appropriate techniques for document review, interviews, financial analysis and comparison, confirmation, and data processing.

Each audit resulted in recommendations aimed at enhancing corporate governance, risk management, and internal control. In 2025, the Internal Audit Division also held 13 meetings with the Audit Committee. These monthly meetings provided updates to the Audit Committee on issues identified by Internal Audit, External Auditors, and OJK, as well as reported on the progress of consultative activities related to corporate governance, risk management, and internal control.

Audit Findings in 2025

The Internal Audit Division conducts regular and systematic monitoring of audit findings follow-up to ensure timely resolution in accordance with agreed commitments. All outstanding or approaching due dates are consolidated and regularly communicated to the auditee for immediate follow-up. The auditee is responsible for implementing corrective actions and providing sufficient supporting evidence for validation to the auditor. If evidence is insufficient or the deadline is not met, the auditee must immediately make additional improvements or request an extension of target date in accordance with applicable procedures. Completion status and validation results are consolidated in a monthly audit follow-up report to ensure transparency and accountability, and are communicated to the Board of Directors and Senior Management to ensure timely and effective resolution of audit findings.

Audit	Total Findings	Completed (%)	In Progress (%)
Internal (2025)	113	56%	44%
External (2025)	114	96%	4%

At the end of the 2025 reporting period, nearly all significant Internal Audit findings had been resolved in accordance with the Bank's internal control policies.

Quality Assurance and Improvement Programme

The Internal Audit maintains a quality assurance and improvement Programme that covers all aspects of the internal audit activity to increase the effectiveness and efficiency of the internal audit activity and identifies opportunities for improvement. As required by OJK Regulations No. 1/POJK.03/2019 and No. 11/POJK.03/2022 and OJK Circular No. 21/SEOJK.03/2017, in 2023 Internal Audit was reviewed by Public Accounting Firm Paul Hadiwinata, Hidajat, Arsono, Retno, Palilingan & Partners, with the result "Generally Conforms" and will be reviewed in 2026.

2026 Strategy

For 2026, we aim to stay current with the rapidly changing business and regulatory environment by continuing to focus on regulatory change programmes such as Basel III reforms and other prudential regime requirements such as capital adequacy & risk assessment, financial crime, fraud risk management, cybersecurity, Environmental, Social, and Governance (ESG) and technological advancements in Artificial Intelligence (AI), machine learning, blockchain and other fintech innovations. This will help anticipate new risks, provide advice and help to accelerate positive change. All supervision and assessment activities will be aligned with the Bank's strategic priorities while remaining responsive to the evolving regulatory dynamics.

Internal control system

The bank has implemented an internal control system that is in accordance with statutory regulations and takes into account the provisions of the Financial Services Authority as stipulated in OJK Circular Letter No. 35/SEOJK.03/2017 concerning the Guidelines for the Standard Internal Control System for Commercial Banks.

For the implementation of good internal control, the Bank has established an adequate organisational structure to support this implementation, including SKAI, the Risk Management Work Unit, and the Compliance Work Unit.
During the year, the Bank made improvements to the framework by strengthening controls at both the entity and business process levels, which were implemented based on:

1. Management oversight and a control-oriented culture;
2. Risk identification and assessment;
3. Control activities and segregation of duties;
4. Accounting, information, and communication systems;
5. Monitoring activities and corrective actions for deviations.

The implementation of internal controls in the Bank is designed by taking into account the total assets, the products and services offered, including new products and services, operational complexity, branch network, the risk profile of each business activity, the methods used for data processing and risk measurement, as well as the relevant regulations.

The effectiveness of internal controls is consistently evaluated to ensure alignment between operational activities and applicable policies. This evaluation process serves as an important monitoring tool in identifying potential risks, assessing the adequacy of ongoing procedures, and ensuring compliance with regulations governing business activities..

Internal Control System Implementation

In an effort to ensure the implementation of an effective, efficient Internal Control System that aligns with the principles of good corporate governance, the Compliance Division has designed and carried out a series of strategic measures aimed at strengthening oversight, risk mitigation, and compliance with applicable regulations. The main initiatives that have been implemented are as follows:

1. Developing the Internal Control Repository and Annual Plan to establish key controls over the Bank's activities.
2. Conducting testing of the design and operational effectiveness of key activities in the Bank's work units.
3. Preparing and delivering test result reports to the Board of Directors through the Risk Management Committee. The test results are also compiled in the Compliance Director's Report submitted to the OJK, the President Director, and the Board of Commissioners.

Following up on and monitoring commitments from the relevant work units made as corrective actions for the implementation of internal controls.

Review of the Internal Control System Effectiveness

The review of the effectiveness of the Bank's internal control system is conducted to detect and mitigate risks, as well as to identify areas requiring improvement to strengthen governance and ensure the continuity of the Bank's operations.

Results of this review, whose root causes have been identified, are used as a basis for process improvements, governance strengthening, and the continuous refinement of control mechanisms, enabling the company to maintain operational reliability and performance quality over time.

Statement of the Board of Directors and/or Board of Commissioners on the Adequacy of the Internal Control System

Management assessed that the Bank's internal controls were adequate to ensure smooth operations, maintain compliance, and control strategic risks. This framework also serves as the foundation for continuous improvement, adaptation to business dynamics, and readiness to face future challenges and opportunities.

The Implementation of Internal Control Over Financial Reporting

The implementation of Internal Control over Financial Reporting (ICOFR) at QNB Indonesia is designed to ensure the reliability, accuracy, completeness, transparancy of financial information and reports, prepared in accordance with applicable accounting standards and regulatory requirements.

The implementation of ICOFR refers to:

1. Otoritas Jasa Keuangan Regulation No. 15 of 2024 concerning the Integrity of Bank Financial Reporting, which aims to strengthen the integrity, reliability, and transparency of financial information and financial statements, while ensuring that the financial reporting process is supported by adequate and effective internal controls.
2. Indonesian Financial Accounting Standards.

In efforts to ensure the effective and efficient implementation of the Internal Control Over Financial Reporting Process in alignment with the principles of good corporate governance, the Bank has issued ICOFR Policies and Procedures. Furthermore, as a formal basis for the implementation of internal control within the financial reporting process the Bank established a Dedicated Working Unit (UKK) namely the Financial Reporting Risk (FRR) Division under the Risk Directorate, effective from 1 February 2025. In carrying out its mandate, the Financial Risk Division has designed and implemented a series of strategic initiatives aimed at strengthening the oversight, risk mitigation, and compliance with applicable regulation. The key initiatives executed include the following:

1. Completion of comprehensive gap analysis and developed of the ICOFR methodology, aimed at identifying improvement areas and refining the Bank's control approach in alignment with OJK Regulation No. 15 of 2024 concerning Integrity of Bank Financial Reporting.
2. Development of an ICOFR repository, serving as a centralised documentation and monitoring platform to enhance traceability, consistency, and oversight of control implementation.
3. Conducted training and awareness sessions for the First Line of Defense (L1) to strengthen accountability, improve understanding of control responsibilities, and reinforce discipline in financial reporting processes.
4. Reviewed and refined policies and procedures related to financial reporting to ensure alignment with evolving regulatory requirements and sound governance practices.
5. Advisory support to relevant working units in relation to ICOFR implementation, ensuring that established controls are adequate and in alignment with the underlying financial reporting risks.
6. Strengthen coordination in the follow-up of whistleblowing reports on alleged fraud or manipulation of financial information, reinforcing the Bank's commitment to transparency and accountability.
7. Conducted evaluation on the effectiveness of the ICOFR framework, commenced on 1 November 2025, as part of a structured assessment of control design and operational effectiveness. Result of evaluation is used as basis for Management Report on Internal Control Over Financial Reporting.

These initiatives reflect the Bank's ongoing commitment to strengthening governance practices, enhancing financial reporting discipline, and upholding the integrity and quality of its financial reporting process.

Management Report on Internal Control Over Financial Reporting

In relation to the preparation and presentation of the Bank's Financial Statements for the financial year ended 31 December 2025, the Board of Directors of PT Bank QNB Indonesia Tbk states that:

The Board of Directors is responsible for:
1. The preparation and fair presentation of the Bank's financial information and financial statements in accordance with applicable financial accounting standards.
2. Ensuring that the preparation and presentation of the financial statements comply with applicable laws and regulations issued by the Financial Services Authority (OJK).
3. Ensuring the completeness and accuracy of the financial statements,
4. Establishing and maintaining effective internal control over financial reporting.

The implementation and evaluation of ICOFR are carried out in accordance with Otoritas Jasa Keuangan Regulation No. 15 of 2024 concerning the Integrity of Bank Financial Reporting and its implementing provisions, as well as the Bank's internal governance framework aligned with Good Corporate Governance principles.

Management applies a risk-based approach in identifying significant financial reporting risks, determining key controls, and performing periodic evaluations of the design and operating effectiveness of such controls. The evaluation covers significant accounts, disclosures, and key reporting processes that may materially affect the Bank's financial statements.

The Board of Directors has conducted an evaluation and assessment of the Bank's Internal Control over Financial Reporting (ICOFR) for the financial year ended 31 December 2025, in accordance with the applicable regulatory requirements and internal control framework.

Based on such evaluation, the Bank's Internal Control over Financial Reporting (ICOFR) implementation is assessed as effective and are free from material misstatements. Key controls across significant accounts are generally in place, providing reasonable assurance that financial statements and information is prepared in accordance with applicable accounting standards and regulatory requirements. However, there are still several areas for improvement at governance-level to reduce the risk of future misstatements.

Management remains committed to continuously strengthen the internal control environment, enhancing reporting discipline, and implementing ongoing improvements to uphold the integrity and quality of the Bank's financial reporting.

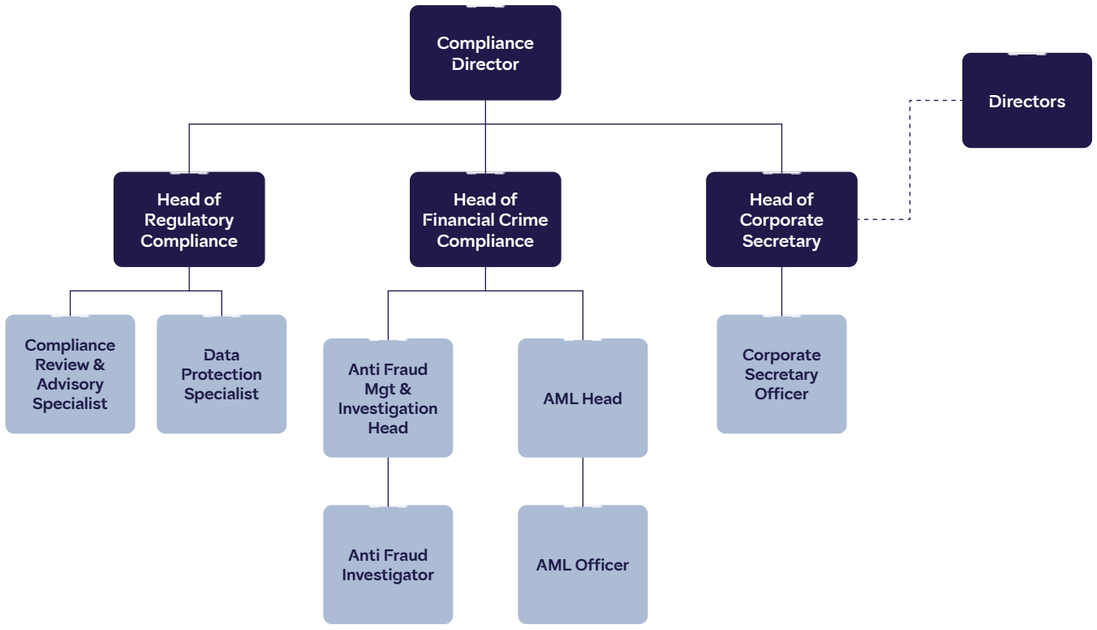


Compliance function

QNB Indonesia places compliance as a foundation of its operations and growth strategy, in line with OJK Regulation No. 46/POJK.03/2017. The Compliance Directorate ensures that all Bank activities are conducted in accordance with regulations while internalising compliance as a work culture. The Board of Commissioners reviews this function at least twice a year, providing strategic direction to address regulatory challenges, strengthen controls, continuously enhance the quality of compliance, strengthening Financial Crime Risk Assessment (FCRA), and Enhancing FCC Quality Assurance and Testing.

Structure

The organisational structure of the Bank's compliance function is stipulated under the Board of Directors' Decree No. 058a/SK-Dir/X/2025 dated 25 October 2025 concerning the organisational Structure of PT Bank QNB Indonesia Tbk, with details as follows:



The compliance function is carried out independently by all relevant parties, from the Compliance Director to staff, without any pressure or conflicts of interest from Shareholders, Senior Management, or Management. This implementation refers to the Compliance Regulation and Policy No. 2/07-CMPR/146.03/VIII/2025. Information regarding the profile of the Compliance Director is presented in the Board of Directors' Profile section of this Annual Report.

Division Heads Profiles

Karina Honggo
Regulatory Compliance Division Head
Serving since 08 October 2025

Personal Data
Indonesian
37 years old as of 31 December 2025

Legal Basis of Appointment
Board of Directors' Decision Letter No. 561/SK-HRSD-ES/X/2025 dated 8 October 2025

Educational Background
Bachelor of Commerce double major in Accounting and Finance, from Curtin University, Western Australia

Work Experience
Prior to joining the Bank, she had professional experience across several banking institutions, including PT Bank United Overseas Bank (UOB) Indonesia, PT Bank Australian and New Zealand (ANZ) Indonesia dan PT Bank Maybank Indonesia. Previously, she held the position of Corporate Function & International Branch Audit Head at PT Bank Maybank Indonesia, and Governance, Treasury and Support Function Audit Head at PT Bank QNB Indonesia Tbk

Inggrid Ratna Hindiyani
Financial Crime Compliance Division Head
Serving since 09 January 2023

Personal Data
Indonesian
51 years old as of 31 December 2025

Legal Basis of Appointment
Board of Directors' Decision Letter No. 012/SK-HRSD-ES/I/2023 dated 9 January 2023

Educational Background
Bachelor of Economics (Accounting) from University of Padjadjaran, Indonesia (2000)

Work Experience
Prior to joining the Bank, she worked at several banks, including PT Bank KEB Hana Indonesia as AML Head and HSBC Corp. Ltd. Hong Kong as Regional Financial Crime Advisory, Asia Pacific.

Meanwhile, the profile of the Head of Corporate Secretary, held by Indah Mathilda, is presented in the Head of Corporate Secretary Profile section of this Annual Report.

Compliance Division

Strategy

In 2025, the Compliance Directorate will implement the Compliance Strategic Map, which will be in effect until 2025, focusing on the theme "Internalising a Compliance Culture to Support Sustainable Business and Operations." This strategy emphasise several key actions, including:

1. Managing the Compliance Risks faced by the Bank and ensuring the Bank's adherence to the regulations of the Financial Services Authority.
2. Empowering organisational capacity and internal processes to improve reporting and information systems accurately, correctly, and transparently.
3. Embedding a compliance culture into the work culture and core values; and
4. Ensuring the Bank's compliance with commitments made by the Bank to the Financial Services Authority or other competent supervisory authorities.

The implementation of the 2025 Compliance Strategy Map includes the following key activities:

1. Supporting the Achievement of Financial Targets Prudently,
2. Supporting sustainable business growth by adhering to the Bank's prudential principles,
3. Ensuring the effectiveness of Personal Data Protection,
4. Developing compliance activities continuously by strengthening the compliance culture,
5. Enhancing the implementation of Internal Controls,
6. Strengthening Financial Crime Compliance (FCC) policies and framework
7. Enhancing effectiveness of FCC controls and oversight
8. Optimising FCC supporting systems and data
9. Enhancing competency and compliance culture
10. Strengthening FCC governance and reporting

Duties and Responsibilities

The duties and responsibilities of the Director overseeing the Compliance Function (Compliance Director) shall at a minimum include:

1. Formulating strategies to promote the implementation of a compliance culture;
2. Proposing compliance policies and principles to be established by the Board of Directors;
3. Establishing compliance systems and procedures used to develop the Bank's internal provisions and guidelines;
4. Ensuring that all policies, provisions, systems, and procedures, as well as business activities conducted by the Bank, comply with the regulations of the Financial Services Authority and the provisions of the prevailing laws and regulations;
5. Identifying, measuring, monitoring, controlling, and minimising the Bank's compliance risk to ensure it remains within the levels stipulated by the Financial Services Authority regulations;
6. Taking preventive actions as needed to ensure compliance with the regulations of the Financial Services Authority and the provisions of the prevailing laws and regulations; and
7. Performing other tasks related to the Compliance Function.

Under the Compliance Director, there is the Regulatory Compliance Division which carries out the Compliance Function at QNB Indonesia. Under the Regulatory Compliance Division, there are two functions with the following main duties and responsibilities:

1. Compliance Advisory Function
   a. Supporting compliance programmes prepared in the Compliance Strategy Map to encourage a strong Compliance Culture;
   b. Conducting reviews and ensuring that compliance checklists for Basic Bank Products and Advanced Bank Products are in accordance with OJK and other applicable regulatory provisions;
   c. Assisting business units in following up on progress related to licensing of new or continued products and/or activities;
   d. Ensuring the adequate dissemination of regulations through coordination meetings, communication, and providing recommendations as outlined in GRC (Governance, Risk, and Compliance) meetings, email blasts, or by conducting regular training for the relevant work units;
   e. Providing recommendations/ assessments on Bank products/ activities related to business processes, credit, operations, and branch networks;
   f. Conducting reviews of policies, internal regulations, Board of Directors' decrees, and forms owned by the Bank to ensure compliance with the regulations of the Financial Services Authority and statutory provisions.

2. Compliance Review Function
   a. Ensuring the Bank's compliance with commitments made to BI, OJK, and other regulators and acting as the OJK audit liaison officer;
   b. Ensuring that reporting reminders are sent to the relevant PIC to avoid potential sanctions;
   c. Preparing and carrying out regulatory reporting required to be submitted by the Compliance Directorate in accordance with applicable regulations;
   d. Coordinating data requests from regulators in collaboration with relevant divisions;
   e. Managing incoming and outgoing correspondence with OJK, BI, and LPS;
   f. Preparing and submitting other compliance reports as required by Management;
   g. Acting as a bridge between the Bank and regulators to build and maintain cooperative relationships;

h. Ensuring adequate knowledge of relevant banking provisions/regulations;
i. Strengthening Compliance Culture across all work units by utilising the Compliance Self-Awareness Questionnaire (CSAQ) as a compliance testing tool to assess the effectiveness of the compliance programme; and
j. Carrying out testing on the effectiveness of internal controls over the Bank's activities.

3. Personal Data Protection Function
   a. Strengthening the Governance Structure by creating policies and procedures related to the implementation of Personal Data Protection as guidelines for the Bank;
   b. Ensuring the implementation of detection and prevention measures against unauthorised data disclosure, data leakage, mishandling of data, or inappropriate data access;
   c. Carrying out Records of Processing Activities (ROPA) and Data Leakage Prevention (DLP) as tools to identify DLP incidents and mitigate risks arising from malicious intent, negligence, or unintentional data disclosure;
   d. Monitoring data protection practices by design and by default, including data security measures and the fulfilment of data subject rights;
   e. Identifying violations or deficiencies related to Data Protection standards;
   f. Ensuring continuous updates on regulations related to Data Protection and following up on their implementation by incorporating them into relevant policies, procedures, and processes;
   g. Providing guidance and advice on Data Protection matters to stakeholders as necessary; and
   h. Participating in evaluating the implementation of the GCG principles in coordination with related units.

2025 Achievements

In 2025, the Bank reaffirmed its full commitment to regulatory compliance and the strengthening of internal governance. In facing the acceleration of digitalisation and rapidly changing regulations, the Bank successfully navigated challenges in ensuring compliance with new rules, strengthening information systems to protect customer data from cyber threats, and fulfilling current reporting obligations.

The increase in cases of fraud, cybercrime, and online gambling due to macroeconomic conditions has prompted the Bank to implement stricter governance and effective risk management. These efforts include strengthening anti-fraud programmes, protecting personal data, enhancing the Bank's internal control systems, as well as implementing anti-money laundering policies, preventing the financing of terrorism, and proliferation of weapons of mass destruction (AML/CFT/NP).

The Bank also ensured compliance with various new banking regulations issued throughout 2025, including but not limited to:

1. SEOJK No. 14/SEOJK.03/2025 dated 24 June 2025, regarding the Implementation of Governance for Commercial Banks.
2. POJK No. 14 of 2025 dated 20 June 2025, regarding the Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders Electronically.
3. POJK No. 18 of 2025 dated 4 August 2025, regarding Transparency and Publication of Bank Reports.
4. SEOJK No. 10/SEOJK.04/2025 dated 5 June 2025, regarding the Submission of Ownership Reports or Any Changes in Ownership of Public Company Shares and Electronic Reporting of Pledged Share Activities of Public Companies.
5. SEOJK No. 20/SEOJK.08/2025 dated 8 September 2025, regarding the Publication of Complaint Handling and Complaint Service Reports.
6. POJK No. 19 of 2025 dated 28 August 2025, regarding Ease of Access to Financing for Micro, Small, and Medium Enterprises.
7. POJK No. 22 of 2025 dated 15 September 2025, concerning Reporting of Commercial Banks Through the Financial Services Authority Reporting System.
8. POJK No. 24 of 2025 dated 4 November 2025, concerning Management of Accounts at Commercial Banks.
9. SEOJK No. 31/SEOJK.03/2025 dated 28 November 2025, concerning Reporting of Conventional Commercial Banks Through the OJK Reporting System.
10. SEOJK No. 29/SEOJK.03/2025 dated 26 November 2025, concerning Transparency and Publication of Conventional Commercial Banks' Reports.
11. PADK No. 37/PADK.08/2025 dated 2 December 2025, concerning Provision and Delivery of Information for Marketing Financial Products and Services.
12. PBI No. 9 of 2025 dated 26 November 2025, concerning Macroprudential Liquidity Incentive Policy.
13. PADG No. 14 of 2025 dated 30 June 2025, concerning the Second Amendment to PADG No. 17 of 2023 on the Implementation of Bank Indonesia-Fast Payment.
14. PADG No.15 of 2025 dated 30 June 2025, concerning the Implementation of Anti-Money Laundering, Combating the Financing of Terrorism, and Preventing the Financing of Weapons of Mass Destruction (AML/CFT/CFWMD) for Parties Regulated and Supervised by Bank Indonesia.
15. PADG No.16 of 2025 dated 23 July 2025, concerning Amendments to PADG No. 13 of 2024 regarding Money Market Transactions.
16. PADG No. 21 of 2025 dated 20 October 2025, concerning Foreign Exchange Monetary Operations.
17. PADG No. 23 of 2025 dated 20 October 2025, concerning the Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Islamic Commercial Banks, and Islamic Business Units (PADG MIR-MLB).
18. PADG No. 24 of 2025 dated 31 October 2025, concerning the Implementation of Settlement and Instant Payments through the Bank Indonesia Real-Time Gross Settlement (RTGS) System.
19. PADG No. 27 of 2025 dated 1 December 2025, concerning the Implementation Regulations of the Macroprudential Liquidity Incentive Policy (PADG MLI).

In 2025, the Regulatory Compliance Division focuses on compliance risk mitigation by ensuring all work units carry out activities in accordance with applicable regulations. To achieve this, the Regulatory Compliance Division implements the following measures:

1. Conduct reviews and evaluations of procedures, internal guidelines, policies, Cooperation Agreements (PKS), Programmes, Directors' Decrees (SK-DIR), and forms with attention to compliance with regulatory requirements.
2. Actively socialise new regulations/changes in regulations issued by regulators, namely OJK and BI, as well as other regulators, through email blasts and hold coordination meetings with relevant work units.
3. Periodically, or at least monthly, send reporting reminders to all work units responsible for the preparation and submission of reports, including monthly, quarterly, semi-annual, and annual reports, and review the reporting reminder system monthly to update changes in PICs and regulations related to reports.
4. Conduct coordination meetings with relevant work units to discuss the imposition of fines and ensure the implementation of internal controls in the form of maker, checker, and approver mechanisms in each reporting process has been carried out in accordance with prevailing provisions.
5. Coordinate with Regulators as needed, including responding to inquiries from Regulators, communicating and following up on any issues, and maintaining good relationships with Regulators.
6. Assess the effectiveness of the Bank's internal control design and systems in accordance with regulatory requirements, aimed at mitigating the risk of financial impact or loss, deviations, and violations of prudential aspects.
7. Ensure comprehensive Data Protection by ensuring that the entire Bank's data protection framework operates in compliance with applicable laws and regulations.

Evaluation of Compliance Function Efficacy

In 2025, the Compliance Directorate successfully carried out its supervisory functions comprehensively and effectively. This performance is reflected in the Bank's ability to maintain its Bank Soundness Level and Corporate Governance Rating at level 2 (two), indicating that the Bank's management has implemented good governance practices. Throughout 2025, the Compliance Risk Profile remained at level 2 (two), categorised as Low to Moderate.

2026 Action Plan

To further strengthen the foundations of governance and compliance, the Bank has established the following strategic initiatives to be implemented in 2026, in line with the Compliance Strategy Map:

1. AML CFT and CPF
   a. Ensuring that AML CFT and CPF systems, processes and reporting remain robust, scalable and fully aligned with regulatory requirements, while supporting sustainable business growth.
   b. Enhancing transaction monitoring and screening effectiveness, including scenario tuning and alert quality reviews
   c. Strengthening quality assurance and independent testing over AML, CFT, and CPF controls
   d. Enhancing suspicious transaction reporting (STR) governance, quality, and timeliness
   e. Strengthening issue management, root cause analysis, and remediation tracking
   f. Enhancing staff awareness and targeted training on AML/CFT typologies
2. Anti-Fraud and Anti-Bribery & Corruption
   Enhancing prevention, detection, investigation and monitoring through improved tools, policies and heightened awareness, in order to safeguard the Bank and promote a strong culture of integrity.

Anti-Money Laundering (AML)

As part of its efforts to mitigate financial crime risks and ensure regulatory compliance, the Bank has positioned the AML Sub-Division under the Financial Crime Compliance (FCC) Division, under the supervision of the Compliance Director. This Sub-Division serves as the frontline in the implementation of the AML CFT CPF Programme, as well as the Sanctions Programme, which includes:

1. Ensuring a risk-based and robust AML CFT CPF framework is carried out in accordance with applicable regulatory and international best standards;
2. Developing policies and procedures in accordance with regulations and recent developments of the AML CFT CPF Programme by using a Risk-Based Approach;
3. Developing a robust and customised training Programme;
4. Ensuring reporting mechanisms are in place in line with regulatory expectations;
5. Ensuring compliance with all commitments it made as well as with regulatory reporting to regulators with regard to AML CFT CPF;
6. Overseeing the effective implementation of CDD, EDD, periodic reviews in line with AML/CFT requirements;
7. Ensuring the effectiveness of transaction monitoring, watchlist, and adverse media screening controls, including alert management and escalation;
8. Conducting independent quality assurance reviews over AML CFT CPF controls, including root-cause analysis and remediation tracking;
9. Leading and maintaining financial crime risk assessments;
10. Ensuring timely, accurate, and well-governed STR decision-making and regulatory reporting;
11. Managing AML-related issues, audit findings, and regulatory observations through structured remediation and tracking mechanisms;
12. Monitoring regulatory developments and ensuring timely updates to the AML/CFT framework, policies, and controls;
13. Producing meaningful AML/CFT metrics and reports to support senior management and Board oversight;

The Bank consistently strengthened the implementation of the AML CFT CPF and Sanctions Programmes through active coordination between the AML Sub-Division and all relevant stakeholders. These measures ensured regulatory compliance, preserved the integrity of policies and procedures, and minimised financial crime risks.

The effectiveness of the compliance culture was further reinforced through the appointment of AML Champions and regular dissemination of new regulations, as well as ongoing AML CFT CPF and Sanctions training programmes. Periodic risk assessments enabled the control weaknesses identification and appropriate mitigation measures implementation.

In 2025, the Bank developed an advanced KYC system, SmartAML, to meet regulatory requirements. The AML CFT CPF Policy was aligned with POJK No. 8 of 2023, while the Sanctions Programme enhanced the efficiency and accuracy of transaction screening through upgrades to screening tools. Oversight of these programmes was also actively conducted through AML CFT CPF Committee meetings involving the Board of Directors and Board of Commissioners.

The Bank continues to pursue continuous improvement and regular updates to its policies and procedures, ensuring that the AML CFT CPF and Sanctions Programmes remain aligned with regulatory developments and industry best practices.



Anti-fraud management and investigation

As part of its efforts to prevent fraudulent activities, the Bank implements fraud risk management in accordance with OJK Regulation No. 12 of 2024 dated 31 October 2024 on the Implementation of Anti-Fraud Strategies for Financial Services Institutions, which became effective on 1 February 2025.

Fraud risk management is administered by the Anti-Fraud Management & Investigation (AFMI) Sub-Division under the Financial Crime Compliance (FCC) Division. This sub-division is supervised by the Compliance Director, who reports directly to the President Director, and has direct reporting access to the Board of Directors through the Fraud Oversight Committee (FOC) and to the Board of Commissioners through the Audit Committee.

AFMI implements the Bank's anti-fraud strategy based on four main pillars, which serve as the foundation of the Bank's fraud risk management framework, namely:

1. Prevention
   Throughout 2025, AFMI implemented various fraud prevention initiatives aimed at strengthening anti-fraud awareness, including:
   a. Enhancing awareness of anti-fraud, anti-bribery, and anti-corruption practices, as well as whistleblowing mechanisms, among employees through email blasts, awareness sessions, and training programmes for both new and existing employees. Anti-fraud awareness and whistleblowing mechanisms were also proactively communicated to customers and other third parties through various marketing tools.
   b. Requiring all employees to take mandatory block leaves.
   c. Signing of the integrity pact with an additional clause on online gambling by the Board of Directors.
   d. Conducting Anti-Bribery & Corruption Risk Assessment, in order to identify the Bank's vulnerabilities to the risk of bribery and corruption, both from within and the external environment.
   e. Updating the policies in line with the applicable regulations.
2. Detection
   a. Performing proactive detection of suspicious transactions.
   b. Implementing a Whistleblowing System, whereby any incidents indicating fraud or misconduct reported through this system are recorded by the person-in-charge (PIC) from AFMI, to be subsequently investigated.
   c. Applying a surveillance system that employs closed-circuit television (CCTV) cameras at the head office and branches. Monitoring was conducted on high-risk areas, such as those performing financial transactions (at the tellers and ATMs), vaults, etc.
3. Investigation, Reporting, and Sanctions
   Throughout 2025, AFMI successfully handled six (6) fraud cases and four (4) violations involving both internal and external parties. All such cases were reported to the Financial Services Authority (OJK) in accordance with applicable regulatory provisions.
4. Monitoring, Evaluation, and Follow-up
   The Bank systematically records all fraud incidents, including the type of actions, date of occurrence, amount of loss incurred, and information related to sanctions imposed on the both internal or external perpetrators.

Internal Fraud in 2025

Throughout 2025, the Company identified and took action against five (5) internal fraud cases, as reported to the Financial Services Authority (OJK) through the Anti-Fraud Strategy Implementation Report for Semester I and Semester II.

Internal Fraud	Number of Cases Involving					
	Board of Commissioners & Board of Directors		Permanent Employees		Contract Employees	
	2025	2024	2025	2024	2025	2024
Total internal fraud cases	-	-	2	5	-	-
Settled	-	-	2	4	-	-
Under the internal process	-	-	-	-	-	-
Pending	-	-	-	-	-	-
Followed up by a lawsuit	-	-	1	1	-	-

Information technology governance

Information Technology (IT) serves as a fundamental pillar of the Bank's operational sustainability, supporting the performance of front-line staff across branches while safeguarding transaction integrity and the protection of customer data. IT also ensures that regulatory compliance reporting is conducted accurately and in a timely manner.

Throughout 2025, IT development efforts focused on accelerating process automation, simplifying system interfaces across the Bank's operational network, and enhancing cross-platform compatibility. In parallel, the Bank strengthened its IT governance framework through enhancements to policies and procedures, while expanding capabilities to support improved customer service delivery.

As part of its infrastructure strengthening initiatives, the Bank consistently conducted vulnerability assessments to identify potential risks and to support informed strategic decision-making in relation to security. All remediation recommendations were followed up comprehensively and served as the basis for infrastructure enhancements, ensuring continued adaptability to evolving business requirements and prevailing security standards.

The Bank also carried out annual penetration testing across all internet connectivity channels and implemented comprehensive encryption measures for digital assets, including customer data stored on highly secure on-premises servers. Strict adherence to security protocols by all personnel further reinforced the trust of customers and transaction partners.

Beyond cybersecurity, the Bank ensured the reliability and availability of its IT systems and infrastructure at all times. Disaster recovery testing was conducted regularly to ensure preparedness in the event of disruptions, while continuous monitoring enabled the early detection of potential incidents. The back-up infrastructure remained active and up to date to support seamless service migration should the primary systems encounter any issues.

Looking ahead, the Bank remains committed to expanding its IT capabilities to deliver a more integrated and secure customer experience across all service channels. Internally, system enhancements will focus on improving processing speed, operational efficiency, and employee productivity, while consistently applying comprehensive IT risk management across all levels of the organisation.



Code of ethics and corporate culture

The Bank affirms the implementation of its Code of Ethics as a fundamental basis for decision-making by all employees, ensuring that actions are appropriate, professional, and aligned with the interests of all stakeholders. The Bank provides full access to the Code of Ethics through the HRIS and intranet portal, as well as requires every employee to sign a declaration acknowledging their understanding of, and commitment to comply with, these principles. In order to maintain integrity and performance, the Bank enforces strict disciplinary measures for any breaches of the Code of Ethics or standard operating procedures, thereby reinforcing a culture of compliance and accountability at all levels of the organisation.

Applicability of the Code of Ethics

The Company reaffirms the comprehensive implementation of its Code of Ethics, which serves as a guiding framework for all levels of the organisation, from the Board of Commissioners and Board of Directors to all tiers of management. The Code of Ethics ensures consistency in values and professional conduct across the organisation, forming a foundation for decision-making as well as for both internal and external interactions.



Code of Ethics' Elements

Integrity and compliance serve as the fundamental pillars of all activities within the Bank. All employees consistently apply the principles of the code of ethics, which include:

Code of Conduct

1. Teamwork
2. Relationships Based on Trust
3. Protection of the Bank's and Customers' Assets and Interests
4. Supplier Relationships
5. Social Responsibility
6. Adherence to the Law
7. Adherence to All Policies and Procedures of PT Bank QNB Indonesia Tbk
8. Disclosure of Confidential Information
9. Our Word is Our Bond
10. Restrictions on Working Elsewhere
11. Dealing with the Media
12. Avoidance of Inducement
13. Avoidance of Conflicts of Interest
14. Proper Management of Staff Accounts
15. Personal Indebtedness
16. Personal Transactions
17. Attention to Personal Matters
18. Personal Development
19. Integrity in Interpersonal Relationships
20. Personal Conduct
21. Personal Appearance
22. Dealing with QNB Shares
23. Intellectual Property

Security

1. Safety & Security
2. Business Continuity during Challenging Times

Kepatuhan

1. Whistleblowing
2. Politics
3. Fraud, Money Laundering, & Terrorist Financing
4. Ethical Conflicts/Dilemmas
5. Concluding Principles

Whistleblowing system

The Bank reaffirms its commitment to an ethical workplace culture and the implementation of good corporate governance practices through the Whistleblowing System called “AyoLapor,” which is administered by the Anti-Fraud Management & Investigation Sub-Division. This system ensures a prompt, effective, and confidential mechanism for handling violations, while fully safeguarding the anonymity of whistleblowers. Through AyoLapor, the Bank proactively detects and mitigates both financial and non-financial risks, as well as encourages employees to report potential violations at an early stage. This approach strengthens operational integrity and supports the Bank’s strategic objectives in maintaining business sustainability.

Whistleblowing System Legal Reference

The Bank’s whistleblowing system is established based on OJK Regulation No. 12 of 2024, dated 31 October 2024, on the Implementation of Anti-Fraud Strategy for Financial Services Institutions. This regulation will be adopted and effective on 1 February 2025.

Scope of Whistleblowing System

The system is implemented fairly and comprehensively for all individuals within the Bank, across all levels of position, including the Board of Directors, Board of Commissioners, Committees of the Board of Commissioners, as well as external parties who possess information regarding alleged violations.

General Provisions of the Whistleblowing System

Whistleblowers may be from both internal and external parties. Internal parties include all employees (permanent, in probation, contract, and outsourced personnel), management (including the Board of Directors), and Board of Commissioners. External parties may report the violation by providing the correct and valid proof (in the form of recordings, photos, etc.) as evidence.

Violators are individuals or entities suspected of committing violations of laws and regulations, unethical or immoral conduct, or other actions that may cause financial or non-financial losses to the Bank.

Whistleblowing Mechanism

In the reporting process, whistleblowers are required to ensure that the information submitted is true, accurate, and complete in order to support the continuation of the investigation. The information to be provided includes the identity of the alleged perpetrator, the chronology of events, and the nature of the alleged violation.

Whistleblowers may submit reports through the AyoLapor platform via various channels: email at ayolapor@qnb.co.id or telephone at +62 21 50857925 for external parties, and extension 8558 (ULJT - Untuk Lapor Jangan Takut) for internal parties.

Reports received may also be those escalated by other divisions, alleged fraud events experienced by the whistleblower, or other relevant sources.

Protection for Whistleblowers

The Bank ensures full protection for every whistleblower against any form of harassment or intimidation, while securing and guaranteeing the confidentiality of the whistleblower’s identity.

Whistleblowing Report Handling

The reporting system is administered by the Anti-Fraud Management & Investigation Sub-Division, which is responsible for managing reports, monitoring the resolution process, and ensuring the confidentiality of both the whistleblower and the reported party. Each report is submitted to the Fraud Oversight Committee, which comprises members of the Board of Directors and Senior Management. Where a report contains audit-related issues, the documentation is also required to be submitted to the Chairman of the Audit Committee, accompanied by a work plan for handling complaints. In the event that the reported party is a member of the Fraud Oversight Committee, the recipient of the report is prohibited from forwarding the report to the relevant committee member.

Performance

A total of two valid reports were received through AyoLapor throughout 2025. All reports were followed up and resolved within the same year, either through escalation to the relevant units or through formal withdrawal by the whistleblowers.

Whistleblowing Reports in 2025

Description	Total
Total reports received	2
With indication of fraud	1
Without indication of fraud	1

Anti-Bribery & Corruption policy



The Company upholds the highest standards of business ethics through a zero-tolerance commitment to bribery and corruption. This principle underpins every decision, transaction, and business relationship across all operational lines. To ensure compliance, the Bank implements structured and effective prevention and control systems.

Under the Bank’s policies, corruption is defined as the abuse of authority in either the public or private sector for personal gain. The types include, among others, bribery, embezzlement, theft, fraud, extortion, conflicts of interest, improper charitable or political contributions, the acceptance of preferential funding in exchange for certain benefits, as well as transactions related to money laundering. It also encompasses any giving or offering of gifts, facilities, or other advantages intended to influence decisions, secure contracts, or obtain undue commercial benefits.

As part of its ongoing mitigation efforts, the Bank regularly updates its Anti-Bribery and Corruption Policy, conducts independent risk assessments, expands the dissemination of the zero-tolerance principle, and requires all employees—including members of the Board of Directors and Board of Commissioners—to sign an Integrity Pact as a personal commitment to compliance.

Throughout 2025, there were no incidents of bribery or corruption across the Bank’s business activities.

Anti-Corruption Training/Dissemination Programmes for the Company’s Employees

The Company consistently strengthens employees’ capacity and understanding of the Anti-Corruption Policy through planned and integrated training programmes. These initiatives are designed to ensure that all employees understand the standards of conduct that must be upheld and are able to identify and prevent potential violations. The types of training provided include, among others:

1. Anti-Bribery and Anti-Corruption Training
2. Whistleblowing System and Reporting Mechanism
3. Gift and Entertainment Policy Training

Information disclosure and access to bank's information

The Bank ensures comprehensive public disclosure through various official communication channels, including public exposes, press releases, and the management of its website at www.qnb.co.id. All information disclosure refers to the principles of transparency and accountability in order to maintain stakeholders' trust.

For customer services, the Bank provides a Contact Centre at (+62 21) 300 55 300 as the primary channel for enquiries and complaints. Meanwhile, members of the mass media may coordinate directly via the Corporate Communication email at corporate.communication@qnb.co.id.

The Bank consistently disseminates press release to national print and electronic media and maintains active engagement with journalists, enabling the public to obtain an objective understanding of the Bank's role and contributions.

Furthermore, the Bank organises public exposes to present its financial and operational performance, including key achievements, strategic challenges, and organisational developments, to investors, analysts, fund managers, market participants, and media. These disclosures serve as an important means of strengthening credibility and enhancing market confidence.

Information Disclosure Activities in 2025

Disclosure Event	Frequency	Disclosure Date
AGMS	1	22 April 2025
EGMS	-	-
Public Expose	1	4 March 2025
Customer Gathering	17	All Year Long
Mass Media Review	153	All Year Long
Press Release	13	All Year Long

Litigations

Throughout 2025, the Bank handled 12 (twelve) civil cases and 4 (four) criminal cases. All those cases were managed through a structured legal process, with the following status of resolution:

Legal Dispute	Number of Cases	Date Disclosure
	Civil	Legal
Settled, with a legally binding verdict	5 (five)	2 (two)
In the process of settlement	7 (seven)	2 (two)
Total	**12 (twelve)**	**4 (four)**

Throughout the reporting period, none of the members of the Bank's Board of Commissioners or Board of Directors were involved in any legal proceedings or disputes before courts or arbitration institutions in Indonesia.

Administrative sanctions

As of 2025, the Company had not established any long-term performance-based compensation programme for its employees.

Policy on the grant of long-term performance-based compensation to management and/or employee

As of 2025, the Company had not established any long-term performance-based compensation programme for its employees.

Policy on disclosure of share ownership by members of the Board of Directors and Board of Commissioners

In accordance with POJK No. 4 of 2024 concerning Reports on Ownership or Changes in Share Ownership of Public Companies and Reports on Share Pledging Activities, the Bank has established a policy that regulates the obligations of members of the Board of Directors and Board of Commissioners to submit information related to ownership and any changes in share ownership of the Bank.

Transparency on the Bank's financial and non-financial performance

In promoting transparency and accountability, the Bank consistently prepares and publishes various official reports, including the Annual Report, Monthly and Quarterly Publication Reports, as well as supporting documents for the GMS and Public Exposes. All such reports are prepared and presented in accordance with the prevailing regulatory requirements, including OJK Regulation No. 18 of 2025 on Transparency and Publication of Bank Reports and OJK Circular No. 29/SEOJK.03/2025 on Transparency and Publication of Conventional Commercial Bank Reports, where the regulation informs that the 2025 Publication Report still observes the provisions of OJK Regulation No. 37/POJK.03/2019 and OJK Circular No. 9/SEOJK.03/2020 on Transparency and Publication of Conventional Commercial Bank Reports. In addition to these regulatory provisions, the Bank also pays attention to POJK No. 8/POJK.04/2015 on Website of Issuer or Public Company and the Decree of IDX's Board of Directors No. Kep-00087/BEI/12-2025 on Regulation No. I-E on Mandatory Information Submission.

The Bank's financial and non-financial performance for 2025 has been disclosed through these reports and submitted separately to the relevant authorities, in addition to the information summarised in this 2025 Annual Report.

Policy on transactions with conflict of interest

Regulations regarding transactions with affiliated parties, related parties, as well as transactions that may potentially lead to conflicts of interest are clearly outlined in the Board of Commissioners Charter, the Board of Directors Charter, the Code of Ethics, and various internal policies and procedures of the Bank, and are also incorporated into the rules of each TOR of every committee. In any transaction that involves a potential conflict of interest, members of the Board of Directors or Board of Commissioners who have an interest are required to refrain from participating in the decision-making process to maintain the objectivity and independence of the approval. Disclosure of conflicts of interest will be recorded in the meeting minutes and properly documented. Throughout 2025, the Bank did not identify or record any transactions involving conflicts of interest.

Implementation of OJK'S GCG guidelines for public companies

The Bank has implemented the Guidelines for Good Corporate Governance of Public Companies by taking into account the provisions of OJK Regulation No. 21/POJK.04/2015 and OJK Circular Letter No. 32/SEOJK.04/2015 regarding the Implementation of the Guidelines for Good Corporate Governance of Public Companies into its entire governance framework, which includes 5 aspects, 8 principles, and 25 main recommendations related to governance practices. The 5 (five) aspects of Good Corporate Governance of Public Companies that have been implemented include:
1. The relationship between the Public Company and Shareholders in ensuring the rights of shareholders;
2. The functions and roles of the Board of Commissioners;
3. The functions and roles of the Board of Directors;
4. Stakeholder participation; and
5. Information transparency.

To ensure compliance, the Bank conducts a comprehensive evaluation of the fulfillment of each recommendation and transparently reports its implementation status. The details of the fulfillment of recommendations throughout 2025 are presented below.

Good Corporate Governance Principles and Recommendations

No.	Principle & Recommendation	Implementation
A.	The relationship between a public company and its shareholders in ensuring the rights of shareholders.	
	1. Increasing the value of the execution of the General Meeting of Shareholders (GMS).	
	Recommendations: a. The public company has a method or technical procedure of voting in public or in private, which prioritises independence and shareholders' interests.	Implemented.
	b. All members of the Board of Directors and Board of Commissioners are present at the Annual GMS.	Implemented.
	c. Summary of the GMS minutes of meeting is available on the public company's website for at least one year.	Implemented.
	2. Enhancing the quality of communication between the public company and its shareholders or investors.	
	Recommendations: a. The public company owns a policy for communication with shareholders or investors.	Implemented.
	b. The public company discloses its policy for communication with shareholders or investors on its Website.	Implemented.
B.	Function and Role of the Board of Commissioners	
	3. Strengthening the membership and composition of the Board of Commissioners	
	Recommendations: a. The determination of the number of Commissioners considers the condition of the public company.	Implemented.
	b. The determination of the composition of the Board of Commissioners considers the diversity of required skills, knowledge, and experience.	Implemented.
	4. Increasing the quality of performing duties and responsibilities of the Board of Commissioners.	
	Recommendations: a. The Board of Commissioners has a self-assessment policy to evaluate the performance of the Board of Commissioners.	Implemented.

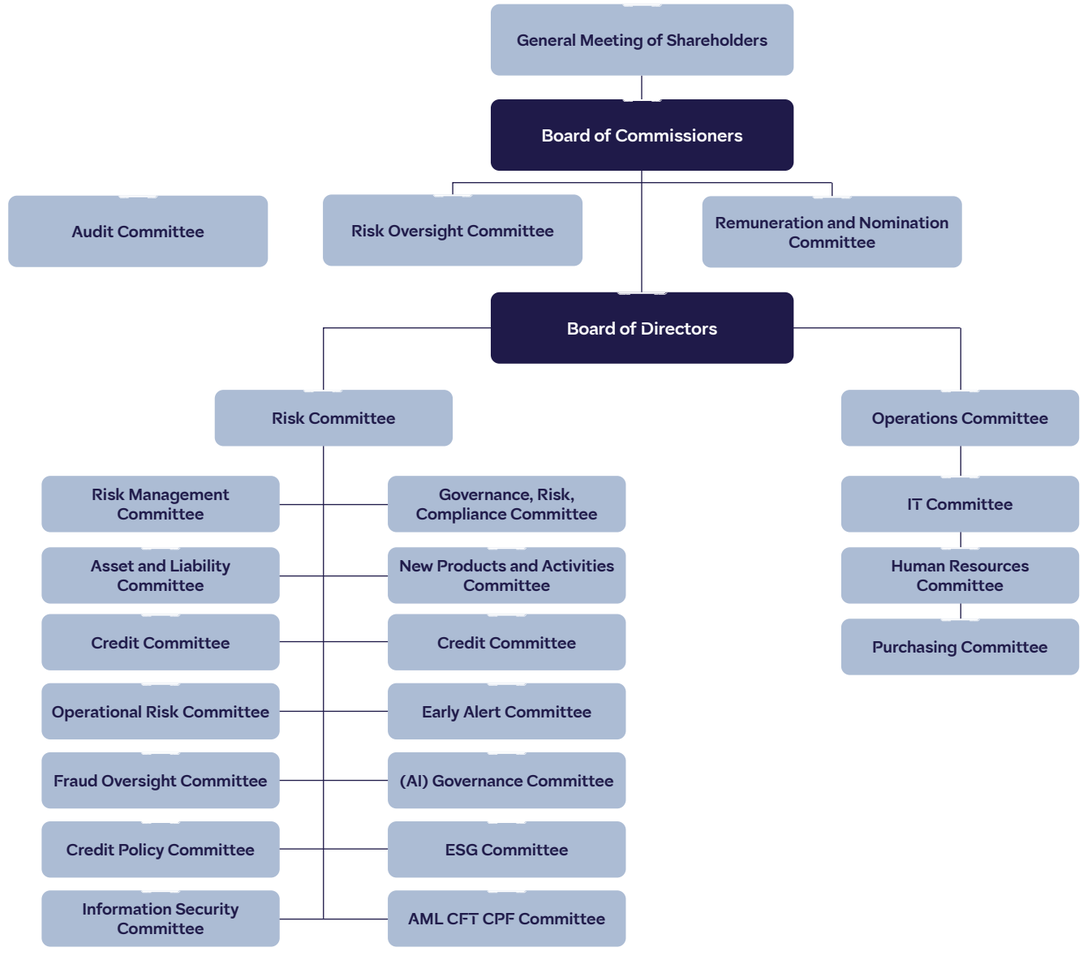
No.	Principle & Recommendation	Implementation
	b. The self-assessment policy that evaluates the performance of the Board of Commissioners is disclosed in the Annual Report of the public company.	Implemented.
	c. The Board of Commissioners has a policy on the resignation of any Board of Commissioners member involved in financial crimes.	Implemented.
	d. The Board of Commissioners or committee that performs the nomination and remuneration function arranges the succession policy in the process of Nominating a member of the Board of Directors.	Implemented.
C.	Function and Role of the Board of Directors	
	5. Strengthening the membership and the composition of the Board of Directors.	
	Recommendations: a. The determination of the number of Directors considers the current condition of the public company and the effectiveness of decision-making.	Implemented.
	b. The determination of the Board of Directors composition considers the diversity of expertise, knowledge, and required experience.	Implemented.
	c. A member of the Board of Directors who oversees accounting or finance has the expertise and/or knowledge in accounting.	Implemented.
	6. Increasing the quality of the duties and responsibilities of the Board of Directors.	
	Recommendations: a. The Board of Directors has a self-assessment policy to evaluate the performance of the Board of Directors.	Implemented.
	b. The self-assessment policy that evaluates the performance of the Board of Directors is disclosed in the Annual Report of the public company.	Implemented.
	c. The Board of Directors has a policy on the resignation of any Board of Directors member involved in financial crimes.	Implemented.
D.	Stakeholders Participation	
	7. Increasing the Company's governance aspect through stakeholders' participation.	
	Recommendations: a. The public company has a policy to prevent insider trading.	Implemented.
	b. The public company has an anti-corruption and anti-fraud policy.	Implemented.
	c. The public company has a policy that governs the selection and capability enhancement of its suppliers and vendors.	Implemented.
	d. The public company has a policy on the fulfilment of creditors' rights.	Implemented.
	e. The public company has a whistleblowing system policy.	Implemented.
	f. The public company has a policy on the provision of long-term incentives for the Board of Directors and employees.	Implemented.
E.	Information Disclosure	
	8. Enhancing information disclosure implementation.	
	Recommendations: a. The public company utilises information technology more extensively, in addition to the website, as a means of information disclosure.	Implemented.
	b. The annual report of the public company discloses the ultimate beneficial owner(s) of at least 5% of the public company's shares, in addition to the disclosure of the ultimate beneficial owner(s) of the public company's shares through the majority and controlling shareholder(s).	Implemented.

Risk management

Bank has a framework for managing risk that is effective, comprehensive and consistent. Risks are appropriately identified, evaluated and managed with full consideration of interrelationships among risks. The risk management framework contains risk management governance, risk management processes, and risk management tools in line with the Bank's vision, mission and business strategy.

The risk framework will be continuously enhanced by adapting the Enterprise Risk Management ("ERM") operating model to incorporate leading risk management principles. Additionally, the BoC and BoD are responsible for defining risk management framework on Risk Appetite Statement (RAS), while ensuring that detailed policies pertain to limitations for the organisation towards the Bank's activities.

Risk Management Governance



A strong risk governance structure ensures effectiveness and consistency of risk management framework. At QNB Indonesia, the BoC and BoD are responsible for overseeing, monitoring and managing the risks encountered by the Bank, as well as developing risk management culture at all levels of the organisation to ensure that all work units understand the Bank's strategy, risk appetite, and risk management framework.

The BoC is assisted by the Risk Oversight Committee (ROC), which is responsible for reviewing all risk areas and analysing other areas related to risk, mitigation controls, and potential losses. The BoC delegates its authority to the BoD to implement the risk management framework, and the BoD has subsequently established various committees, including the Risk Management Committee. All committees which operate under and report to BoD have primary function of providing support, analysis, and recommendation to assist the BoD in its decision-making process. Each BoD committee holds an equal standing with no hierarchical authority over one another.

In identifying, assessing, monitoring, controlling, and reporting risks, the Bank implements the three lines of defense approach. In this approach, business units act as the first line of defense; the Risk Management and the Compliance Directorate act as the second line of defense in providing independent monitoring, and the Internal Audit acts as the third line of defense in providing independent assurance and consultation.

Risk Management Process

The overall objective of the risk management process the Bank is to ensure shareholder value. Control and policies are focused on risks that could prevent the Bank achieving its business objectives and desired shareholder value-added.

All risks are qualitatively evaluated on a recurring basis and wherever practical, the evaluation includes quantitative analysis. Risk assessments consider the effects of both likely and unlikely events.

The Bank, structured risk assessment takes place in an integrated manner across all risk types and businesses in accordance with an established risk management framework. A five-step approach consisting of process elements namely direct, assess, control, report and manage/challenge is followed.

1. Directing
   To identify and understand the principal risks acceptable to the Bank in pursuing its strategy, developing the risk appetite, as well as establishing and communicating the relevant control and reporting frameworks for each risk, including responsibilities, authorities, and key contributors.
2. Assessing
   To establish processes for evaluating each risk, agreeing on measurement approaches and reporting standards, developing measurement methodologies and models, as well as assessing internal capital requirements and regulations.
3. Controlling
   To establish control processes, including limit structure, provisioning criteria and reporting requirements, develop limit structures, key risk indicators and early warning indicators for each risk, continuous monitoring of controls and adherence to risk direction and limits, and ensure that risk management practices and conditions are appropriate for the business environment. Monitoring encompasses ongoing processes integrated into the Bank's routine operational activities, as well as recommendations from internal and external audits.
4. Reporting
   To interpret and report risks and the outcomes of risk-taking activities, interpret and report on sensitivities and key risk indicators, communicate with external stakeholders, and ensure all risks are reported comprehensively and on a regular basis.
5. Managing/Challenging
   To review and challenge the Bank's risk profile and risk appetite; assessing the Bank's risk/return profile and evaluating new opportunities related to risk/return; reviewing and challenging risk management practices; and formulating appropriate mitigation actions.

Enterprise Risk Management is a function under Market, Liquidity & Enterprise Risk and responsible for the oversight of risk profile of the Bank.

The overall objective of Enterprise Risk Management is to establish an integrated and effective risk management framework where all risks are identified, quantified and managed on a consistent basis.

The functions within Enterprise Risk Management include risk type management, risk process management (risk identification, assessment and response) and business unit management.

Risk Management Tools

The development of the Bank's business plan is based on the perspective that a good balance between risk and benefits must be maintained to achieve long-term growth for shareholders.

RAS elaborates the level and characteristics of risks taken by the Bank. The BoC and BoD are responsible to define RAS while ensuring that detailed policies pertaining to limitations for the organisation towards the Bank's activities have been stated in applicable Risk Management Policy.

RAS monitoring are reported periodically to the management as well as to the Risk Management Committee (RMC) and the Board Risk Oversight Committee (ROC), to ensure compliance and be rectified if needed.

The Bank sets the risk limits by taking into account the capability of its capital to absorb risk exposure, manage potential losses, improve the skills of its human resources, and comply with the prevailing regulations.

In April 2025, the Bank has reviewed of Risk Profile Weighted to maintain the Risk Profile aligned with the Bank's business activity and current business environment.

Risk Management Focus in 2025

The priorities for risk management development in 2025 focused on:

1. Maintaining loan quality by applying a highly selective approach for both new and existing loans, adhering to Credit Policy Principles, Risk Acceptance Criteria (RAC), and guided by OJK's directives on blacklisted industries.
2. Monitoring Low Quality Loans (LQL) and restructured accounts by strengthening the early warning framework, supported by Early Alert Committee meetings.
3. Conducting regular stress tests to measure the adequacy of the Bank's capital and provisions, especially on Top 25 Group/Individual Debtors and debtors under restructuring scheme.
4. Automating and improving processes of calculating Expected Credit Loss (ECL).
5. Monitoring movements of Top 10 Largest Loan Ratio (LLR) and ensure reduction of Credit Concentration Risk.
6. Conducting Climate Risk Stress Testing (CRST) with trial run result submitted to OJK in August 2025. The CRST covers credit risk, market risk, liquidity risk and operational risk. The pre-planned CSRT is directly aligned with the Bank's intention to focus on sustainable sectors and renewable energy in the long run.
7. Delivering comprehensive risk awareness training to branches and Head Office employees, covering key risk areas.
8. Implementing mandatory Business Continuity (BC) Coordinator training through online e-Learning, ensuring annual compliance for appointed coordinators.
9. Conducting business continuity table top testing to ensure business and functions understand and aware of their roles and responsibilities as established in their business continuity plans.
10. Conducting mobility and Disaster Recovery (DR) testing for critical applications to ensure seamless business-as-usual (BAU) processes transition to alternate sites during disruptions.
11. Developing Identity Access Management system to support periodic user access review.
12. Strengthening IT Risk management by setting KRIs for cyber incidents, IT security system outages, and identifying servers with Critical and High vulnerabilities.
13. Monitoring reputational risk through KRIs for media publications and complaints, supported by daily media monitoring.
14. Introducing new Liquidity Risk KRIs to closely track funding concentration, deposits movement, and overall liquidity health, reducing dependency risks across both rupiah and foreign currencies.
15. Reporting funding concentration risks, liquidity projection, New-to-Bank (NTB) achievements regularly through the Assets and Liabilities Committee (ALCO).
16. The bank has performed ongoing monitoring and rebalancing portfolio to determine the optimal allocation of long-term asset investments as a mitigation to maintain the IRRBB exposure within the approved limit.
17. Delivering the first trial report of the Internal Liquidity Adequation Assessment Process (ILAAP) to OJK in May 2025 prior to official reporting in 2027.
18. Managing Strategic Risk by setting KRIs to monitor the achievement of profitability targets and business growth objectives.

19. Develop the Recovery Plan to identify viable recovery options under potential extraordinary crisis conditions related to Capital, Liquidity, Asset Quality, and Profitability, in accordance with OJK's prescribed regulation.
20. Provide regular simulation on market and liquidity risk ratios to business unit as part of the advisory duty from Market, Liquidity & Enterprise Risk function.
21. Closely monitoring all ongoing legal cases and the performance of external lawyers and implementing effective control over legal cost and legal strategy.
22. Implementing Risk Champion Programme and Risk Forum to improve risk awareness and culture for all employees within the Bank.
23. Develop a methodology and governance framework for the Bank's Internal Control over Financial Reporting (ICOFR), defining scope and risk-based assessment priorities, to ensure structured risk identification and mitigation of financial reporting risk.
24. Perform risk-focused reviews of policy and procedure that have direct impact to financial reporting to assess control adequacy against the minimum requirements set out in POJK No. 15 Year 2024, and identify areas requiring strengthening to mitigate potential financial reporting risks.
25. Conduct sharing sessions, awareness campaign, and advisory related to ICOFR to strengthen the control culture related to financial reporting across the Bank.
26. Implement the Bank's first ICOFR review for FY 2025, covering 15 selected financial statement accounts, to evaluate the design and operating effectiveness of key controls and address risks that may affect the accuracy and reliability of financial reporting.

Risks profile and mitigation measures

Bank Risk Profile as of 31 December 2025

No.	Risk	Inherent Risk Rating	Risk Management Implementation Quality Rating	Risk Level Rating
1	Credit Risk	3	3	3
2	Market Risk	2	2	2
3	Liquidity Risk	2	2	2
4	Operational Risk	3	3	3
5	Legal Risk	2	2	2
6	Strategic Risk	3	3	3
7	Compliance Risk	2	2	2
8	Reputational Risk	2	2	2
Composite Risk				2

In response to identified potential risks, the Company implements a series of mitigation measures aimed at maintaining operational stability and strengthening corporate resilience. These measures include:

Credit Risk

The Bank manages credit risk through the establishment of a series of policies and processes that ensure prudence and thoroughness. Every credit decision is approved by an authorised credit authority based on a loan approval matrix. Developments which may affect the Bank's credit portfolio are monitored by the Early Alert Committee to anticipate declining credit quality from the adverse impacts of global economy and US economy policy. The Bank conducts stress tests on debtors with large exposures regularly, and established guidelines in monitoring loan portfolios such as Industry Limit and RAS to avoid concentration of risk in certain sectors. Review of credit risk management methodologies, including improving credit policies and Credit Procedures, especially for Corporate & Institutional Banking segment, is carried out continuously.

Market Risk

Oversight of market risk is delegated by the BoD to the Asset and Liability Committee (ALCO). Market risk exposures primarily relate to interest rate risk in the banking book (IRRBB) and FX risks that generally arise as a result of the Bank's day-to-day business activities. Our market risk function through Market, Liquidity & Enterprise Risk Management monitors all market risks within the ALCO-approved delegated authority limits and product mandates. The market risk limits are set at conservative levels to reflect a limited appetite for this type of risk exposure. IRRBB is measured using the parameters of Net Interest Income (NII), Economic Value of Equity (EVE) and PV01. While in measuring FX Risk, Bank is using the Net Open Position (NOP) and Value at Risk (VaR).

Liquidity Risk

To ensure a sustainable, profitable business and to retain the confidence of the financial markets, the prudent management of liquidity is essential. The responsibility for liquidity management ultimately resides with the BoD, with day-to-day management oversight being delegated to the ALCO. The risk management oversight process provides assurance that the Bank's resources are sufficient in amount and diversity. This allows for planned and unplanned increases in funding requirements to be accommodated routinely without material adverse impact on earnings or on the way the Bank is perceived in the market. We maintain a comprehensive liquidity control framework to manage the Bank's liquidity and funding risk in a robust manner.

Through this framework, we help to control and optimise the risk-return profile of the Bank. The Bank monitors this risk using a number of metrics to ensure that the risk remains with appetite, including the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR). Further, the Bank operates within AL/DPK limits as per OJK requirement and RIM (LDR) threshold as per BI regulation.

In practice, the Bank is also committed to monitor the funding concentration risk metrics to avoid over-reliance on a number of specific depositors and present an overview of the potential liquidity risk arising from funding concentration issue. The topic is regularly presented on ALCO meeting and daily Market and Liquidity Risk report to BoD, Treasury & Financial Institution, Business Unit, and Finance.

The Bank has completed the trial report submission to OJK for Internal Liquidity Adequacy Assessment Process (ILAAP), to ensure that the Bank has adequate liquidity in both normal and stress conditions, consistent with its risk profile, business model, risk appetite and funding strategy.

Operational Risk

The Bank has its risk appetite and risk tolerance serving a reference or limit in managing operational risk. The Board of Directors and Board of Commissioners play an active role in overseeing operational risk management through related committees. The Bank has adequate organisational tools in line with its business scale and complexity to support operational risk management. At present, there is the Operational Risk Division and IT Security & Risk Division under the Risk Management, and the Anti-Fraud Management & Investigation Division under the Compliance Directorate. They have various responsibilities related to managing operational risk, IT risk, and fraud risk. The Bank also has implemented Operational Risk Management Policies, Event Loss Data Management, RCSA, Business Continuity Management, as well as other standards and transactional limits. Every risk or risk event identified by Line 1, Line 2 and Internal Audit will be determined as a follow-up improvement or mitigation to minimise and mitigate the risk as well as to prevent the recurrence of events in the future. Training to enhance employees' operational risk awareness is regularly conducted.

Legal Risk

Legal risks are managed by the Legal Division under the Bank's second line of defense framework, providing independent oversight to ensure the compliance with applicable laws, regulations and contractual obligations. Standardised forms or agreements are regularly reviewed and monitored to ensure proper implementation and enforceability.

Legal risk is proactively assessed in collaboration with business units, risk management, compliance and other relevant divisions or working units, particularly in relation to new product and regulatory developments. To promote a strong legal risk culture, regular legal training and annual legal risk awareness are conducted for the Bank's employees.

Litigation matters are handled by independent external lawyers and overseen by internal litigation team of Legal Division, with ongoing monitoring and periodic or ad-hoc reporting to management. As of the reporting date, no material losses have arisen from litigation or court orders faced by the Bank

Strategic and Reputational Risk

The Bank is continually reviewing its strategic plan, analysing steps that have been done, and ensuring that all plans are running in accordance with its mission and vision. Reputation risk is managed by Customer Experience and Corporate Communication, whereby the Bank has a Contact Center for customers and performs consistent media monitoring. External parties, i.e. customers, media, or third parties, may submit their complaint via telephone and/or email that will be answered by the relevant party according to the subject and the prevailing provisions in the Bank.

Compliance Risk

Regulatory Compliance Division is responsible for managing compliance risks through Governance, Risk, and Compliance (GRC) forum, socialisation of new regulations or provisions issued by regulators, sending email blasts and email reminders of reports through the Compliance Reminder System (COMPLY) related to reporting obligations for each work units. Regulatory Compliance Division also provides reviews and recommendations for internal policies and procedures, as well as compliance assessment/opinions on new products and activities which will be and/or have been implemented by the Bank. In addition, it also provides reviews on products terminations and office network closures.

One of the efforts to mitigate compliance risk is by monitoring regulatory fines through discussions involving related units and socialising provisions or regulations if necessary to minimise the recurrence of reporting errors in the future.

The Regulatory Compliance Division ensures that the implementation of Data Protection is in accordance with applicable laws and regulations, including by implementing a framework by considering the objectives of Data Privacy and all data processing activities that occur within the Bank. Regulatory Compliance Division has also improved the implementation of the Internal Control (compliance testing) to assess the effectiveness of the Bank's internal control design and system in accordance with regulatory requirements..

Risks Related to the Implementation of Sustainable Finance

a comprehensive and integrated risk management framework with stringent internal controls. The integrated risk management framework outlines a structured approach to identifying, assessing, and managing risk that aligns with sustainable development objectives. This framework incorporates conventional risk factors alongside environmental, social, and governance (ESG) criteria, ensuring the Bank's resilience against both financial and sustainability-related challenges.

The Bank also reviews its portfolio management strategy for each debtor and prospective debtor, ensuring ownership of Environmental Impact Analysis (AMDAL) and compliance with the Company Performance Rating Assessment Programme in Environmental Management (PROPER), placing an emphasis on environmental sustainability when giving credit approvals. As part of its long-term strategy, the Bank aims to focus on sustainable sectors and renewable energy. The Bank is developing the Environmental and Social Risk Management (ESRM) Policy Framework and completed the implementation of Climate Risk Stress Testing (CRST).

Evaluation on Risk Management Effectiveness

Evaluation and review of RMF is carried out internally and externally to measure its efficacy. The RMC is the highest risk committee, and the Audit Committee functions as an internal party responsible for reviewing policies and implementing the RMF. They also provide advice and recommendations to the BoC as part of oversight function.

Internal Audit periodically reviews and examines application of risk management based on the principle of risk-based audit. Externally, the Bank's risk management is evaluated by external auditors and regulators.

As of December 2025, based on the Bank's internal assessment, the overall Bank's quality of risk management implementation was rated 2 (Satisfactory).

Based on this result, the BoD evaluated that the Bank's existing risk management system is adequate to oversee and manage all the risks from its current business undertakings.

Risk Management Initiatives for 2026

The Bank plans to continue strengthening its Third-Party Risk Management (TPRM) framework to manage potential operational risks from third-party engagements. The Risk and Control Self-Assessment (RCSA) implementation will be ongoing, alongside efforts to promote risk management awareness across branch networks and the Head Office.

The Bank will review its risk appetite and KRIs in line with the Bank's Business Plan, with further development of KRIs to be initiated. Additionally, the Bank focuses on enhancing internal control in Line 1, in collaboration with Risk, Compliance, and Internal Audit departments, while ensuring timely updates to policies and procedures as part of its governance framework.

The Bank already submitted the Climate Risk Stress Testing (CRST) result for 2025 to OJK in July 2025. The CSRT is directly aligned with the Bank's intention to focus on sustainable sectors and renewable energy in the long run. OJK has already confirmed that there will be no CRST exercise and submission in 2026 for the Bank since OJK currently focuses to revise the scenarios for all Banks to be more aligned with Indonesia's condition. Internally, the Bank will prepare to have more detail and reliable data sources for CRST in 2027.

The Bank will perform Internal Control Over Financial Reporting (ICOFR) evaluation testing and prepare the reporting to regulator. These initiatives reflect the Bank's ongoing commitment to strengthening governance practices, enhancing financial reporting discipline, and upholding the integrity and quality of its financial reporting process. The Bank will continue to strengthen its financial risk review by evolving its approach. Going forward, the review approach will lean more towards thematic and in-depth assessment, covering the end-to-end financial reporting process to ensure comprehensive risk identification and control effectiveness. The Bank will also evaluate the adequacy of key risk controls changes based on the 2025 ICOFR review results. Through the FRR Division, the Bank will continue to review all processes across the Bank and raise any necessary control enhancements to ensure alignment with POJK No. 15 of 2024. From these initiaves, the Bank expects to further improve financial reporting risk management and strengthen good governance practices.

As part of the continued implementation of Internal Liquidity Adequacy Assessment Process (ILAAP), the Bank will prepare the infrastructure related to intraday monitoring to support the Bank's liquidity monitoring process starting 2026.

Additionally, as part of the attempt to improve risk awareness and escalation process throughout all levels within the Bank, the Risk Champion Programme and Risk Forum will be continued. Each directorate will be represented by at least one risk champion during the pre-planned bi-monthly forum. The forum will be the central platform for all employees to express their concern and voice their suggestion to improve risk management control and monitoring within the Bank.

Statement of the Board of Directors and/or Board of Commissioners or Audit Committee on the adequacy of the risk management system

The evaluation results confirm that the Bank's risk management system is adequate and functions effectively in identifying, monitoring, and controlling risks across all lines of business. These findings provide assurance to the Board of Directors that the implemented risk management framework is capable of supporting operational continuity and maintaining the Bank's resilience amid market dynamics.

Disclosure of Credit Quality to Assets - Bank Unconsolidated

December 2025

(in million Rupiah)

No		Gross Carrying Amount		Allowance for Impairment Assets (CKPN)	CKPN		CKPN (IRB Approach)	Net Amount
		Matured Claims	Outstanding Claims		Stage 2 and Stage 3	Stage 1		
		a	b	c	d	e	f	g
1	Credit	↑	9,611,032	376,825	294,433	82,392		9,453,425
2	Securities	-	1,481,150	-	-	-		1,481,150
3	Administrative Account Transactions	-	-	-	-	-		-
4	**Total**	**219,218**	**11,092,182**	**376,825**	**294,433**	**82,392**		**10,934,576**

Disclosure of Credit Quality to Assets - Bank Unconsolidated
December 2024

(in million Rupiah)

No		Gross Carrying Amount		Allowance for Impairment Assets (CKPN)	CKPN		CKPN (IRB Approach)	Net Amount
		Matured Claims	Outstanding Claims		Stage 2 and Stage 3	Stage 1		
		a	b	c	d	e	f	g
1	Credit	448,223	8,054,957	479,684	427,196	52,488		8,023,496
2	Securities	-	2,065,635	-	-	-		2,065,635
3	Administrative Account Transactions	-	-	-	-	-		-
4	**Total**	**448,223**	**10,120,592**	**479,684**	**427,196**	**52,488**		**10,089,131**

Additional Disclosures on the Quality of Credit on Assets (CRB)

1. Measurement of Expected Credit Losses (KKE)
   The main inputs for the measurement of expected credit losses (KKE) are the following variables:
   a. probability of default (PD);
   b. loss given default (LGD); and
   c. exposure at default (EAD).

   These parameters are generally derived from internally developed statistical models and other historical data. These parameters are adjusted to reflect forward-looking information as described above.

   PD estimates are estimates made on a specific date, calculated using a statistical ranking model that assesses the likelihood of default occurring within a certain time period. This statistical model is primarily based on internally compiled data, which includes both quantitative and qualitative factors, and is supplemented with external credit assessment data where available.

   LGD is the size of the possible loss in the event of a payment default. The Bank estimates LGD parameters based on LGD benchmarked internally. The LGD model considers the estimated collateral value and recovery costs of each collateral that is an integral part of a financial asset.

   EAD represents the expected exposure in the event of default. Banks derive EAD from current exposure to counterparties and potential changes to current value permitted under the contract, including amortisation. The EAD of a financial asset is the gross carrying amount. For credit commitments and financial guarantees, the EAD includes the amount drawn, as well as the potential amount that can be drawn in the future under the contract, estimated based on historical observations and forward-looking estimates.

   The calculation of reserves for impairment losses will be calculated according to each risk level (staging), namely for the next 12 months for stage 1 (performing), as well as over the life of the bill (lifetime) for stage 2 (underperforming) and stage 3 (non-performing).

2. Forward-looking information
   Bank employs statistical models to incorporate macroeconomic variables (MEVs) into its historical default rate calculations. This approach ensures that credit risk estimates reflect not only past performance but also anticipated future economic conditions.

   In practice, Bank develops a set of macroeconomic scenarios such as baseline, optimistic, and pessimistic covering indicators including GDP growth, inflation, unemployment rates, exchange rates, interest rates, and commodity prices.
   Each scenario is assigned a probability weight that reflects management's current outlook and forward-looking expectations regarding the economic environment.

   The methodologies and assumptions underlying these forward-looking inputs are subject to regular review to ensure ongoing relevance, accuracy, and responsiveness to changes in economic dynamics. This review process includes updates to MEV data, model performance evaluation, periodic recalibration, and oversight by risk management and internal governance functions.

Disclosure of Changes in Overdue Credit and Securities Claims (CR2) - Bank Unconsolidated
December 2025

(in million Rupiah)

No		2025	2024
1	Matured Credit and Securities in the last reporting period	448,223	463,584
2	Matured Credit and Securities since the last reporting period	57	40,370
3	Credit and Securities, which reversed to Outstanding Claims	3,557	466,273
4	Write off Amount	-	3
5	Other Changes	(225,505)	410,545
6	Matured Credit and Securities at the end of the reporting period (1+2-3-4+5)	219,218	448,223

Table 1.1. Disclosure of Net Claims by Region - Bank Unconsolidated

No	Portfolio Category	Position at Dec 2025					Position at Dec 2024				
		Net Claims by Region					Net Claims by Region				
		Jakarta	Sumatra	Eastern Regions	Java	Total	Sumatra	Eastern Regions	Java	Total	Total
a	b	c	d	e	f	g	h	i	j	k	l
1	Claims against Government	2,933,259	-	-	-	2,933,259	3,586,305	-	-	-	3,586,305
2	Claims against Public Sector Entities	1,000,301	302,518	-	-	1,302,819	500,000	289,993	-	-	789,993
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	171,312	-	-	-	171,312	361,673	-	-	-	361,673
5	Claims in the Form of Covered Bonds	-	-	-	-	-	-	-	-	-	-
6	Claims against Securities Companies and Other Financial Services Institutions	1,584,666	-	-	-	1,584,666	1,946,080	350,000	-	-	2,296,080
7	Claims in the Form of Securities/ Subordinated Loans, Equity, and Other Capital Instruments	-	-	-	-	-	-	-	-	-	-
8	Loans with House as Collateral	5,646	1,062	-	5,563	12,271	5,034	1,174	-	8,181	14,389
9	Loans with Commercial Buildings as Collateral	636	226,354	-	-	226,990	6,606	718,983	-	59,862	785,451
10	Loans for Procurement of Lands, Cultivation of Lands, and Constructions	-	-	-	-	-	-	-	-	-	-
11	Personal Employee/Retiree Loans	-	-	-	-	-	-	-	-	-	-
12	Claims against Micro and Small Enterprises and Retail Portfolio	3,629	-	-	1,338	4,967	30,392	12,109	35	76,398	118,934
13	Claims against Corporations	6,366,477	1,318,552	-	1,775,443	9,460,472	2,984,118	1,589,315	-	1,685,387	6,258,820
14	Matured Claims	46,647	9,634	-	8,768	65,049	192,836	9,608	-	15,875	218,319
15	Other Assets	417,008	18,732	-	52,966	488,706	733,284	22,859	-	64,366	820,509
	Total	**12,529,581**	**1,876,852**	**-**	**1,844,078**	**16,250,511**	**10,346,328**	**2,994,041**	**35**	**1,910,069**	**15,250,473**

Table 1.2. Disclosure of Net Claims by Economic Sector - Bank Unconsolidated

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	Claims in the Form of Covered Bonds		Claims against Securities Companies and Other Financial Services Institutions	Claims in the Form of Securities/ Subordinated Loans, Equity, and Other Capital Instruments	Loans with House as Collateral	Loans with Commercial Buildings as Collateral	Loans for Procurement of Lands, Cultivation of Lands, and Employees/ Constructions	Personal Employee or Retiree Loans	Claims against Micro and Small Enterprises and Retail Portfolio	Claims against Corporations	Matured Claims	Other Assets
a	b	c	d	e	f	g		h	i	j	k	l	m	n	o	p	q
	Position at December 2025																
1	Agriculture, Forestry and Fisheries	-	-	-	-	-		-	-	-	34,570	-	-	-	-	-	-
2	Mining and Extractive Industries	-	-	-	-	-		-	-	-	-	-	-	-	698,719	-	-
3	Processing Industry	-	-	-	-	-		-	-	-	-	-	-	-	3,053,417	-	-
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	1,000,301	-	-	-		-	-	-	191,784	-	-	-	-	-	-
5	Water Management, Waste Water Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
6	Construction	-	302,518	-	-	-		-	-	-	-	-	-	-	-	-	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-		-	-	-	-	-	-	26	1,283,316	48,363	-
8	Transportation and Warehousing	-	-	-	-	-		-	-	-	-	-	-	-	-	6,548	-
9	Hotel and Food & Beverage	-	-	-	-	-		-	-	-	-	-	-	-	-	2,219	-
10	Information and Communication	-	-	-	-	-		-	-	-	-	-	-	-	2,103,200	-	-
11	Financial and Insurance Activities	2,933,259	-	-	171,312	-		1,584,666	-	-	-	-	-	-	1,100,765	-	-
12	Real Estate	-	-	-	-	-		-	-	-	-	-	-	-	273,934	-	-
13	Professional, Scientific and Technical Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	-	-	-	-		-	-	-	-	-	-	-	947,121	7,918	-
15	Government Administration, Defense and Compulsory Social Security	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
16	Education	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
17	Health and Social Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
18	Arts, Entertainment and Recreation	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
19	Other Services Hospitality	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
20	Activities as an Employer; Activities That Produce Goods and Services by Households to Meet Personal Needs	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
21	International Organisations and Other Extra International Organisations Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
22	Hospitality	-	-	-	-	-		-	-	12,270	636	-	-	4,941	-	-	-
23	Non-Other Business Field	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
24	Miscellaneous	-	-	-	-	-		-	-	-	-	-	-	-	-	-	488,706
	Total	**2,933,259**	**1,302,819**	**-**	**171,312**	**-**		**1,584,666**	**-**	**12,270**	**226,990**	**-**	**-**	**4,967**	**9,460,472**	**65,048**	**488,706**

No	Economic Sector	Claims against Government	Claims against Public Sector Entities	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	Claims in the Form of Covered Bonds		Claims against Securities Companies and Other Financial Services Institutions	Claims in the Form of Securities/ Subordinated Loans, Equity, and Other Capital Instruments	Loans with House as Collateral	Loans with Commercial Buildings as Collateral	Loans for Procurement of Lands, Cultivation of Lands, and Employees/ Constructions	Personal Employee or Retiree Loans	Claims against Micro and Small Enterprises and Retail Portfolio	Claims against Corporations	Matured Claims	Other Assets
a	b	c	d	e	f	g		h	i	j	k	l	m	n	o	p	q
	Position at December 2024																
1	Agriculture, Forestry and Fisheries	-	-	-	-	-		-	-	-	34,113	-	-	-	-	-	-
2	Mining and Extractive Industries	-	-	-	-	-		-	-	-	-	-	-	-	1,477,203	-	-
3	Processing Industry	-	-	-	-	-		-	-	-	40,100	-	-	47	2,895,458	145,928	-
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	500,000	-	-	-		-	-	-	214,221	-	-	-	-	-	-
5	Water Management, Waste Water Management, Waste Management and Recycling, and Remediation Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
6	Construction	-	289,993	-	-	-		-	-	-	-	-	-	-	-	-	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	-	-	-	-		-	-	-	-	-	-	123	352,864	48,467	-
8	Transportation and Warehousing	-	-	-	-	-		-	-	-	-	-	-	-	-	13,730	-
9	Hotel and Food & Beverage	-	-	-	-	-		-	-	-	496,122	-	-	-	-	2,219	-
10	Information and Communication	-	-	-	-	-		-	-	-	-	-	-	-	1,110,802	-	-
11	Financial and Insurance Activities	3,586,305	-	-	361,673	-		2,296,080	-	-	-	-	-	-	-	-	-
12	Real Estate	-	-	-	-	-		-	-	-	-	-	-	-	324,796	-	-
13	Professional, Scientific and Technical Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	-	-	-	-		-	-	-	-	-	-	-	97,697	7,918	-
15	Government Administration, Defense and Compulsory Social Security	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
16	Education	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
17	Health and Social Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
18	Arts, Entertainment and Recreation	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
19	Other Services Hospitality	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
20	Activities as an Employer; Activities That Produce Goods and Services by Households to Meet Personal Needs	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
21	International Organisations and Other Extra International Organisations Activities	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
22	Hospitality	-	-	-	-	-		-	-	14,389	895	-	-	118,764	-	57	-
23	Non-Other Business Field	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
24	Miscellaneous	-	-	-	-	-		-	-	-	-	-	-	-	-	-	820,509
	Total	**3,586,305**	**789,993**	**-**	**361,673**	**-**		**2,296,080**	**-**	**14,389**	**785,451**	**-**	**-**	**118,934**	**6,258,820**	**218,319**	**820,509**

Table 1.3. Disclosure of Net Claims by Remaining Contract Time - Bank Unconsolidated

(in million Rupiah)

No	Portofolio Category	Position at Dec 2025							Position at Dec 2024					
		Net Claims by Remaining Contract Time							Net Claims by Remaining Contract Time					
		≤1 year	>1 year to 3 years	>3 to 5 years	> 5 years	Non-contractual	Total		≤1 year	>1 year to 3 years	>3 to 5 years	> 5 years	Non- contractual	Total
a	b	c	d	e	f	g	h		i	j	k	l	m	n
1	Claims against Government	2,568,766	-	-	-	364,492	2,933,258		3,176,092	-	-	-	410,213	3,586,305
2	Claims against Public Sector Entities	-	-	29,587	1,273,233	-	1,302,820		500,000	-	-	289,993	-	789,993
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-		-	-	-	-	-	-
4	Claims against Banks	150,027	-	-	-	21,285	171,312		322,854	-	-	-	38,819	361,673
5	Claims in the Form of Covered Bonds	-	-	-	-	-			-	-	-	-	-	
6	Claims against Securities Companies and Other Financial Services Institutions	-	570,841	137,721	876,104	-			1,479,558	480,359	336,163	-	-	
7	Claims in the Form of Securities/ Subordinated Loans, Equity, and Other Capital Instruments	-	-	-	-	-			-	-	-	-	-	
8	Loans with House as Collateral	19	790	2,307	9,154	-	12,270		102	678	3,595	10,014	-	14,389
9	Loans with Commercial Buildings as Collateral	-	35,206	191,784	-	-	226,990		65,572	-	35,009	684,870	-	785,451
10	Loans for Procurement of Lands, Cultivation of Lands, and Constructions	-	-	-	-	-			-	-	-	-	-	
11	Personal Employee/Retiree Loans	-	-	-	-	-	-		-	-	-	-	-	-
12	Claims against Micro and Small Enterprises and Retail Portfolio	-	2,634	2,085	248	-	4,967		103,016	12,138	3,780	-	-	118,934
13	Claims against Corporations	6,174,767	1,594,051	912,346	779,308	-	9,460,472		5,190,578	702,795	40,651	324,796	-	6,258,820
14	Matured Claims	63,083	1,965	-	-	-	65,048		208,445	9,874	-	-	-	218,319
15	Other Assets	-	-	-	-	488,706	488,706		-	-	-	-	820,509	820,509
	Total	8,956,662	2,205,487	1,275,830	2,938,047	874,483	14,665,843		11,046,217	1,205,844	419,198	1,309,673	1,269,541	12,954,393

Table 1.4. Disclosure of Claims and Reserves by Region - Bank Unconsolidated

(in million Rupiah)

No	Portfolio Category	Position at Dec 2025					Position at Dec 2024				
		Region					Region				
		Jakarta	Sumatra	Eastern Regions	Java	Total	Jakarta	Sumatra	Eastern Regions	Java	Total
a	b	c	d	e	f	g	h	i	j	k	l
1	Claims	12,633,973	2,001,506	-	1,909,462	16,544,941	10,481,649	3,186,757	36	2,009,237	15,677,679
2	Impaired Claims										
	a. Outstanding	-	-	-	-	-	11,734	1,001,904	-	351,488	1,365,126
	b. Matured	134,950	34,841	-	49,427	219,218	322,312	37,293	1	88,617	448,223
3	CKPN- Stage 1	61,542	10,840	-	14,426	86,808	32,009	12,467	-	17,338	61,814
4	CKPN- Stage 2	16,092	99,446	-	24,725	140,263	41,073	165,112	-	26,583	232,768
5	CKPN- Stage 3	88,303	25,207	-	40,659	154,169	94,248	27,604	1	72,585	194,438
6	Written-Off Claims	-	-	-	-	-	3	-	-	-	3

Table 1.5. Disclosure of Claims and Reserves by Economic Sector - Bank Unconsolidated

(in million Rupiah)

No	Economic Sector	Claims		Impaired Claims		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-Off Claims
				Outstanding	Matured				
a	b	c		d	e	f	g	h	i
	Position at 31 December 2025								
1	Agriculture, Forestry and Fisheries	36,147		-	-	-	1,577	-	-
2	Mining and Extractive Industries	698,719		-	-	5,588	-	-	-
3	Processing Industry	3,070,248		-	-	23,016	16,831,000	-	-
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	1,192,085		-	-	8,982	-	-	-
5	Water Management, Waste Water Management, Waste Management and Recycling, and Remediation Activities	-		-	-	-	-	-	-
6	Construction	400,304		-	656	-	97,130,000	656	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	1,431,981		-	148,639	7,852	-	100,276	-
8	Transportation and Warehousing	20,989		-	20,990	-	-	14,441	-
9	Hotel and Food & Beverage	15,603		-	15,604	-	-	13,384	-
10	Information and Communication	2,103,200		-	-	15,801	-	-	-
11	Financial and Insurance Activities	5,790,002		-	-	20,145	-	-	-
12	Real Estate	298,659		-	-	-	24,725,000	-	-
13	Professional, Scientific and Technical Activities	-		-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	979,937		-	32,816	4,208	-	24,898	-
15	Government Administration, Defense and Compulsory Social Security	-		-	-	-	-	-	-
16	Education	-		-	-	-	-	-	-
17	Health and Social Activities	-		-	-	-	-	-	-
18	Arts, Entertainment and Recreation	-		-	-	-	-	-	-
19	Other Services Hospitality	-		-	-	-	-	-	-
20	Activities as an Employer; Activities That Produce Goods and Services by Households to Meet Personal Needs	-		-	-	-	-	-	-
21	International Organisations and Other Extra International Organisations Activities	-		-	-	-	-	-	-
22	Hospitality	18,360		-	513	1,217	(1,000)	514	-
23	Non-Other Business Field	-		-	-	-	-	-	-
24	Miscellaneous	488,706		-	-	-	-	-	-
	Total	**16,544,940**		**-**	**219,218**	**86,809**	**140,262,00**	**154,169**	**-**

No	Economic Sector	Claims		Impaired Claims		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Written-Off Claims
				Outstanding	Matured				
a	b	c		d	e	f	g	h	i
	Position at 31 December 2024								
1	Agriculture, Forestry and Fisheries	36,153		36,153	-	-	2,040	-	-
2	Mining and Extractive Industries	1,477,203		-	-	7,337	-	-	-
3	Processing Industry	3,118,231		43,413	181,283	26,163	36,698	-	-
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	714,221		-	-	3,945	-	-	-
5	Water Management, Waste Water Management, Waste Management and Recycling, and Remediation Activities	-		-	-	-	-	-	-
6	Construction	418,208		417,224	920	-	127,232	983	-
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	504,314		-	151,327	1,823	-	102,860	-
8	Transportation and Warehousing	40,296		-	40,296	-	-	26,566	-
9	Hotel and Food & Beverage	551,327		515,961	15,604	17	39,602	13,384	-
10	Information and Communication	1,110,802		-	-	7,346	-	-	-
11	Financial and Insurance Activities	6,244,058		-	-	12,564	-	-	-
12	Real Estate	350,075		350,075	-	-	25,279	-	-
13	Professional, Scientific and Technical Activities	-		-	-	-	-	-	-
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	130,513		-	32,816	240	-	24,898	-
15	Government Administration, Defense and Compulsory Social Security	-		-	-	-	-	-	-
16	Education	-		-	-	-	-	-	-
17	Health and Social Activities	-		-	-	-	-	-	-
18	Arts, Entertainment and Recreation	-		-	-	-	-	-	-
19	Other Services Hospitality	-		-	-	-	-	-	-
20	Activities as an Employer; Activities That Produce Goods and Services by Households to Meet Personal Needs	-		-	-	-	-	-	-
21	International Organisations and Other Extra International Organisations Activities	-		-	-	-	-	-	-
22	Hospitality	161,769		2,300	25,977	2,379	1,917	25,747	-
23	Non-Other Business Field	-		-	-	-	-	-	-
24	Miscellaneous	820,509		-	-	-	-	-	3
	Total	**15,677,679**		**1,365,126**	**448,223**	**61,814**	**232,768**	**194,438**	**3**

Table 1.6. Disclosure of Claims by Number of Days Outstanding - Bank Unconsolidated

No	Type of Exposure	Position at 31 December 2025				Position at 31 December 2024			
		Claims by Number of Days Outstanding				Claims by Number of Days Outstanding			
		> 90 days up to 120 days	> 120 days up to 180 days	> 180 days	Total	> 90 days up to 120 days	> 120 days up to 180 days	> 180 days	Total
a	b	c	d	e	f	c	d	e	f
1	Credit included in Matured Claims	-	-	219,218	219,218	323	389,745	38,108	428,176
2	Securities included in Matured Claims	-	-	-	-	-	-	-	-
	Total	-	-	219,218	219,218	323	389,745	38,108	428,176

Table 2.1. Disclosure of Performing and Non-Performing Assets

No		Performing (L and DPK Quality)		Non-Performing (KL, D, M Quality)					
				Impaired Claims		Not Impaired Claims			
						Past Due > 90 Days		Past Due ≤ 90 Days	
		Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN
		a	b	c	d	e	f	g	h
1	Securities	1,512,917	-	-	-	-	-	-	-
2	Credit	9,611,033	222,657	219,217	154,169	-	-	-	-
	a. Corporation	9,593,175	221,440	216,679	153,347	-	-	-	-
	b. Retail	17,858	1,217	2,538	822	-	-	-	-
3	Administrative Account Transactions	3,019,501	4,415	-	-	-	-	-	-

Table 2.2. Disclosure of Performing and Non-Performing Restructuring Assets

No		Performing (L and DPK Quality)		Non-Performing (L and DPK Quality)		Stage 1		Stage 2		Stage 3	
		Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN	Gross Carrying Amount	CKPN
		a	b	c	d	e	f	g	h	i	j
1	Securities	-	-	-	-	-	-	-	-	-	-
2	Credit	879,600	138,687	204,086	139,292	-	-	879,600	138,687	204,086	139,292
	a. Corporation	879,600	138,687	202,061	138,983	-	-	879,600	138,687	202,061	138,983
	b. Retail	-	-	2,025	309	-	-	-	-	2,025	309
3	Administrative Account Transactions	-	-	-	-	-	-	-	-	-	-

Qualitative Disclosures related to Credit Risk Mitigation Techniques (CRC)

To disclose the collateral evaluation and management process, the Bank uses data registered in the Bank's records for collateral and carries out inventory checks by comparing the data with original documents kept by the Bank. This evaluation process is conducted on a regular basis, and the Bank's records are continually updated to reflect any changes. All supporting documentation is properly maintained by the Bank.

In accordance with regulatory requirements, there are three recognised types of Credit Risk Mitigation (CRM) techniques that may be applied by the Bank, namely Collateral Technique, Guarantee Technique, and Credit Guarantee/Insurance Technique. At present, the Bank does not have any concentration in any specific CRM technique, as it has no exposure to the three recognised CRM techniques in accordance with regulatory provisions.

Quantitative Disclosures related to Credit Risk Mitigation (MRK) Technique (CR3)
Position at December 2025

No		Claims Not Secured with MRK Technique	Claims Secured with MRK Technique	Claims Secured with Collateral	Claims Secured with Guarantee and/or Credit Insurance	Claims Secured with Credit Derivatives
		a	b	c	d	e
1	Credit	1,481,141	-	-	-	
2	Securities	9,084,237	149,980	149,980	-	
3	Total	10,565,378	149,980	149,980	-	
4	Matured Credit and Securities	219,218	-			
Additional Disclosure :						

Posisi Desember 2024

No		Claims Not Secured with MRK Technique	Claims Secured with MRK Technique	Claims Secured with Collateral	Claims Secured with Guarantee and/or Credit Insurance	Claims Secured with Credit Derivatives
		a	b	c	d	e
1	Credit	7,198,441	376,832	376,832	-	-
2	Securities	2,065,635	-	-	-	-
3	Total	9,264,076	376,832	376,832	-	-
4	Matured Credit and Securities	448,223	-	-	-	-
Additional Disclosure :						

Disclosure of the Use of External Credit Ratings (CRD)

To obtain information regarding the ratings from debtors directly and/or using desktop checking, the Bank searches for and uses existing rating information related to customers in its assessment. If there are changes, customer data will be updated according to the latest information. The portfolio categories assessed by the Bank using this ranking methodology are all the categories whose information is accessible via desktop checking.



Disclosure of Credit Risk Exposure and Impact of Credit Risk Mitigation (MRK) Technique (CR4)
Position at December 2025

No	Portfolio Category	Net Claims Before FKK and MRK Implementations			Net Claims After FKK and MRK Implementations		RWA and Risk-Weighted Average	
		Statement of Financial Position	TRA		Statement of Financial Position	TRA	ATMR	Risk-Weighted Average (e/(c+d))
		a	b		c	d	e	f
1	Claims against Government	2,933,259	-		2,933,259	-	-	-
2	Claims against Public Sector Entities	1,302,819	-		1,302,819	-	351,319	0.27
3	Claims against Multilateral Development Banks and International Institutions	-	-		-	-	-	-
4	Claims against Banks	171,312	-		171,312	-	34,262	0.20
	Claims against Securities Companies and Other Financial Services Institutions 1)	-	-		-	-	-	-
5	Claims in the Form of Covered Bonds	-	-		-	-	-	-
6	Claims against Corporations - General Corporate Exposures 2)	6,690,971	2,769,501		6,690,971	712,822	6,663,356	0.90
	Claims against Securities Companies and Other Financial Services Institutions 3)	1,334,666	250,000		1,334,666	25,000	356,074	0.26
	Dedicated Financing Exposure 4)	-	-		-	-	-	-
7	Claims in the Form of Securities/Subordinated Loans, Equity, and Other Capital Instruments	-	-		-	-	-	-
8	Claims against Micro and Small Enterprises and Retail Portfolio	4,967	-		4,967	-	4,960	1.00
9	Loans with Property as Collateral	-	-		-	-	-	-
	Loans with House as Collateral whose Payments Are Not Materially Dependent on the Property's Cash Flows	12,270	-		12,270	-	5,341	0.44
	Loans with House as Collateral whose Payments Are Materially Dependent the Property's Cash Flows	-	-		-	-	-	-
	Loans with Commercial Property as Collateral whose Payments Are Not Materially Dependent on the Property's Cash Flows	35,206	-		35,206	-	172,605	4.90
	Loans with Commercial Property as Collateral whose Payments Are Materially Dependent on the Property's Cash Flows	191,784	-		191,784	-	21,219	0.11
	Loans for Procurement of Lands, Cultivation of Lands, and Constructions	-	-		-	-	-	-
10	Matured Claims	65,048	-		65,048	-	34,240	0.53
11	Other Assets	488,706	-		488,706	-	463,964	0.95
12	**Total**	**13,231,009**	**3,019,501**		**13,231,009**	**737,822**	**8,107,342**	

Position at December 2024

No	Portfolio Category	Net Claims Before FKK and MRK Implementations			Net Claims After FKK and MRK Implementations		RWA and Risk-Weighted Average	
		Statement of Financial Position	TRA		Statement of Financial Position	TRA	ATMR	Risk-Weighted Average (e/(c+d))
		a	b		c	d	e	f
1	Claims against Government	3,586,305	-		3,586,305	-	-	-
2	Claims against Public Sector Entities	289,993	500,000		289,993	50,000	154,997	0.46
3	Claims against Multilateral Development Banks and International Institutions	-	-		-	-	-	-
4	Claims against Banks	361,673	-		361,673	-	104,620	0.29
	Claims against Securities Companies and Other Financial Services Institutions 1)	-	-		-	-	-	-
5	Claims in the Form of Covered Bonds	-	-		-	-	-	-
6	Claims against Corporations - General Corporate Exposures 2)	5,078,999	1,179,821		4,702,167	117,982	4,667,272	0.97
	Claims against Securities Companies and Other Financial Services Institutions 3)	1,696,080	600,000		1,696,080	60,000	439,230	0.25
	Dedicated Financing Exposure 4)	-	-		-	-	-	-
7	Claims in the Form of Securities/Subordinated Loans, Equity, and Other Capital Instruments	-	-		-	-	-	-
8	Claims against MSMEs and Retail Portfolio	13,753	105,181		13,753	10,518	19,109	0.79
9	Loans with Property as Collateral	-	-		-	-	-	-
	Loans with House as Collateral whose Payments Are Not Materially Dependent on the Property's Cash Flows	14,389	-		14,389	-	7,190	0.50
	Loans with House as Collateral whose Payments Are Materially Dependent the Property's Cash Flows	-	-		-	-	-	-
	Loans with Commercial Property as Collateral whose Payments Are Not Materially Dependent on the Property's Cash Flows	54,108	21,000		54,108	2,100	540,084	9.61
	Loans with Commercial Property as Collateral whose Payments Are Materially Dependent on the Property's Cash Flows	710,343	-		710,343	-	47,728	0.07
	Loans for Procurement of Lands, Cultivation of Lands, and Constructions	-	-		-	-	-	-
10	Matured Claims	218,319	-		218,319	-	184,770	0.85
11	Other Assets	820,509	-		820,509	-	901,613	1.10
12	**Total**	**12,844,471**	**2,406,002**		**12,467,639**	**240,600**	**7,066,613**	

Disclosure of Exposure by Assets Classes and Risk Weights (CR5)
Position at December 2025

	Portfolio Category	0%	20%	50%	100%	150%	Others	Net Claims After FKK and MRK Techniques Implementation
1	Claims against Government	2,933,258.61	-	-	-	-	-	2,933,259

	Portfolio Category	20%	50%	100%	150%	Lainnya	Net Claims After FKK and MRK Techniques Implementation
2	Claims against Multilateral Development Banks and International Institutions	1,000,301	302,518	-	-	-	1,302,819

	Portfolio Category	0%	20%	30%	50%	100%	150%	Others	Net Claims After FKK and MRK Techniques Implementation
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-

	Portfolio Category	0%	20%	30%	40%	50%	100%	150%	Others	Net Claims After FKK and MRK Techniques Implementation
4	Claims against Banks	171,312	-	-	-	-	-	-		171,312
	Claims against Securities Companies and Other Financial Services Institutions 1)	952,425	190,158	-	217,083	-	-	-	-	1,359,666

	Portfolio Category	10%	15%	20%	25%	35%	0%	100%	Lainnya	Net Claims After FKK and MRK Techniques Implementation
5	Claims in the Form of Covered Bonds	-	-	-	-	-	-	-	-	-

	Portfolio Category	20%	50%	65%	75%	80%	85%	100%	130%	150%	Lainnya	Net Claims After FKK and MRK Techniques Implementation
6	Claims against Corporations - General Corporate xposures 2)	500,188	380,615	-	-	-	-	6,522,991	-	-	-	7,403,793
	Claims against Securities Companies and Other Financial Services Institutions 3)	-	-	-	-		-	-		-	-	-
	Dedicated Financing Exposure 4)	-	-	-	-	-	-	-	-	-	-	-

	Portfolio Category	100%	150%	250%	400%	Others	Net Claims After FKK and MRK Techniques Implementation
7	Claims in the Form of Securities/Subordinated Loans, Equity, and Other Capital Instruments	-	-	-	-	-	-

	Portfolio Category	45%	75%	85%	100%	Lainnya	Net Claims After FKK and MRK Techniques Implementation
8	Claims against Micro and Small Enterprises and Retail Portfolio	-	27		4,940		4,967

	Portfolio Category	0%	20%	25%	30%	35%	40%	45%	50%	60%		65%	70%	75%	85%	90%	100%	105%	110%	150%	Others	Net Claims After FKK and MRK Techniques Implementation
9	Loans with Property as Collateral	-	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-	-
	Loans with House as Collateral whose Payments Are Not Materially Dependent on the Property's Cash Flows	-	2,703	494	3,521		1,305		347			-	-	3,900	-	-	-	-	-	-	-	12,270
	without a credit sharing approach 5)	-	-	-	-	-	-	-	-	-		-	-	-	-			-	-	-	-	-
	without a credit sharing approach 5) with a credit sharing approach (guaranteed) 5)	-	-	-	-	-	-	-	-	-		-	-	-	-			-	-	-	-	-
	with a credit sharing approach (guaranteed) 5)	-	-	-	-	-	-	-	-	-		-	-	-	-		-	-	-	-	-	-
	Loans with House as Collateral whose Payments Are Materially Dependent the Property's Cash Flows	-	-	-	-	-	-	-	-	-		-	-	-	-			-	-	-	-	-
	Loans with Commercial Property as Collateral whose Payments Are Not Materially Dependent on the Property's Cash Flows	-	-	-	-	-	-	-	-	34,570		-	-	636	-		-	-	-	-	-	35,206
	without a credit sharing approach 5)	-	-	-	-	-	-	-	-	-		-	-	-	-			-	-	-	-	-
	with a credit sharing approach (guaranteed) 5)	-	-	-	-	-	-	-	-	-		-	-	-	-			-	-	-	-	-
	with a credit sharing approach (guaranteed) 5)	-	-	-	-	-	-	-	-	-		-	-	-	-		-	-	-	-	-	-
	Loans with Commercial Property as Collateral whose Payments Are Materially Dependent on the Property's Cash Flows												-		191,784			-	-	-	-	191,784
	Loans for Procurement of Lands, Cultivation of Lands, and Constructions																-	-	-	-	-	-

	Portfolio Category	50	100	150%	Others	Net Claims After FKK and MRK Techniques Implementation
10	Matured Claims	63,332	-	1.716	-	65,048

	Portfolio Category	0%	20%	100%	150%	1250%5)	Others	Net Claims After FKK and MRK Techniques Implementation
11	Other Assets	24,742	463,964	-	-	-	-	488,706

No	Risk-Weights	Net Claims of Financial Statements	TRA Net Claims (Prior FKK)	FKK Average	Net Claims (After FKK and MRK)
1	< 40%	6,219,371	1,680,511	0.88	6,944,862
2	40% - 70%	968,451	1,338,990	0.43	980,783
3	75%	4,562	-	1.00	4,562
4	85%	-	-	-	
5	90% - 100%	6,036,907	-	1.00	6,036,907
6	105% - 130%	-	-	-	
7	150%	1,716	-	1.00	1,716
8	250%	-	-	-	
9	400%	-	-	-	
10	1250%	-	-	-	
11	Total Net Claims	13,231,008	3,019,501	4	13,968,831



6 Sustainability

Sustainability performance highlights

Economic aspect

Description	2025	2024
Interest Income (Rp million)	678,787	734,563
Sustainable Finance Products/Services	Green term loan facility to support low carbon transition	-

Economic aspect

Description	2025	2024
Energy Consumption	3.732 GJ	3,958 GJ
Scope 1, 2, and 3 GHG Emissions	1,773 TonCO_2e	695 TonCO_2e
Water Consumption	7.249 m^3	7,968 m^3
Paper Consumption	1.569 Kg	1,991 Kg

Social aspect

Description	2025	2024
Proportion of Female Employees	50%	49%
Average Training Hours Per Employee	56	64
Resolved Customer Complaints	100%	100%
CSR Initiatives	• Financial literacy education for children in orphanages and children from low-income families • #QNBBluePledge • Charitable donations • Blood drives • Breast cancer awareness campaigns	• QNB Indonesia Goes to School • Computer donation • Book donation • Blood drives • Breast cancer awareness campaign

Sustainability strategy

QNB Group's approach to global sustainability

At QNB, sustainability is defined as the creation of long-term value across financial, environmental, social, and ethical dimensions for customers, shareholders, employees, and society. The Board Sponsor at Board of Directors level is H.E. Sheikh Hamad Bin Jabor Bin Jassim Al-Thani, who leads the oversight of QNB Group's environmental, social, and governance (ESG) strategy, performance, and risks. The Board of Directors also links executive management remuneration to the achievement of ESG performance through the Executive Management Balanced Scorecard, which includes sustainability KPIs.

ESG topics, including climate risk, are embedded within QNB's governance structure with clearly defined responsibilities. Environmental and Social matters are reported to the Board of Directors through the Group Board Risk Committee (GBRC), while Governance matters are reported through the Group Board Audit and Compliance Committee (GBACC), with implementation cascaded through the Group Management Risk Committee (GMRC) and the Group Senior Management Committee (SMC). As of January 2024, the Board-level ESG governance structure was enhanced to improve the effectiveness of issue management by the relevant committees and management.

To ensure comprehensive ESG management, QNB Group has established a sustainability framework that guides the implementation of initiatives and encourages transparency through reporting aligned with internationally recognised standards. QNB Group's sustainability framework is aligned with the UN SDGs, UNGC, Qatar National Vision 2030, and the Qatar Stock Exchange ESG Guidelines, and is reported annually with reference to GRI Standards 2021, SASB, and IFRS SDS S1 and S2.

This framework is built on three main pillars, namely Sustainable Finance, Sustainable Operations, and Beyond Banking, which support sustainable growth through strengthened risk management, the creation of business opportunities, and the enhancement of QNB's brand value.

Sustainability focus in Indonesia

The sustainability programmes implemented by the Bank are designed to meet the needs and expectations of stakeholders, while fostering the creation of shared value that benefits the Bank's business, shareholders, and society.

Sustainable Finance refers to the implementation of environmental, social, and governance (ESG) criteria in the Bank's financing activities to promote high-quality and impactful growth. Through this approach, the Bank supports customers in managing environmental and social risks, expands financial access for SMEs and underserved groups, and delivers accountable customer services.

Sustainable Operations reflect the integration of ESG criteria into the Bank's operational activities and supply chain management to ensure efficient and ethical business processes. The Bank is committed to strengthening corporate governance and risk management, promoting equality in the workplace, and reducing carbon emissions arising from operational activities.

Meanwhile, Beyond Banking represents the Bank's Corporate Social Responsibility (CSR) initiatives carried out within the Bank's areas of operation, with the aim of making a positive contribution to society. The Bank's primary focus is on supporting education and enhancing financial literacy.

In order to realise this sustainability vision and mission, and with reference to the Bank's long-term Sustainable Finance Action Plan (RAKB) for 2023–2027, the Bank continues to strengthen its ongoing sustainability initiatives while enhancing stakeholders' understanding and awareness of the sustainability direction and approach being implemented.

Sustainability governance is the responsibility of the ESG Working Group, supported by Strategy Execution, Human Resources, General Services, Regulatory Compliance, Corporate Communication, and the Business Units. Whereas, oversight of sustainable finance implementation is the responsibility of the Board of Commissioners, the Board of Directors, and the ESG Committee. Details on the roles and responsibilities for each function are provided in the Sustainability Governance chapter.

Sustainable finance action plan

QNB Indonesia prepares and implements a Sustainable Finance Action Plan (RAKB) as a strategic guideline for integrating environmental, social, and governance (ESG) principles into the Bank's business activities in a structured and measurable manner. The RAKB serves as the basis for setting priorities, work programmes, and sustainability targets in line with regulatory requirements and the Bank's sustainability strategy.

As a long-term commitment, the Bank has established a five-year RAKB for the 2023-2027 period, which serves as a framework for the continuous development of Sustainable Finance initiatives. Moreover, the Bank has also set an annual RAKB for 2025 as a guide for programme implementation and the evaluation of sustainability performance during the reporting period, ensuring that initiatives are carried out consistently and in support of the Bank's sustainability objectives.

The Bank's Long-Term Sustainable Finance Action Plan (5-year plan) for the 2023-2027 period

No.	Year	Priority Activity Targets	Success Indicator
1	**2023**	• Improving and strengthening the governance framework for all sustainability activities. • Conducting ESG benchmarking and data collection in preparation for the 2024 sustainability activities report	• Formal implementation of the sustainability governance framework, with adequate resources in place to support sustainability activities. • Completion of the collection of relevant 2023 data for inclusion in the 2024 sustainability activities report.
2	**2024**	Carrying out a bank-wide review of all activities to identify areas for improvement in line with sustainability principles.	A detailed report outlining priority sustainability activities.
3	**2025**	• Piloting climate risk stress testing. • Establishing and distributing division-level KPIs related to sustainability.	• Reporting of Climate Risk stress test results to OJK. • Adoption of sustainability-related KPIs across all QNB Indonesia divisions.
4	**2026**	Monitoring and refining sustainability KPIs.	Improved sustainability scores.
5	**2027**	Continuously improving all sustainability metrics over the five-year period.	Evidence of improved scores across Sustainable Finance, Sustainable Operations, and Beyond Banking.

Meanwhile, the Short-Term RAKB (1 year) for 2025 sets out the following priority targets:

- All employees were required to participate in mandatory training programmes on the basic concepts of Sustainability, to provide a general understanding of Sustainability and its three pillars.
- Relevant employees at managerial level or within risk-taking units, including Relationship Managers and analysts, were required to participate in training programmes on the basic concepts of Sustainable Finance, to support informed decision-making and credit approval for debtors and prospective debtors, ensuring that lending activities are guided by corporate policies related to environmental sustainability.
- QNB Indonesia would continue to provide knowledge-sharing sessions on Climate Risk, in line with OJK's guidance, to the business teams, Risk function, and other relevant resources.
- QNB Indonesia would continue to submit the Indonesian Sustainable Finance Taxonomy (TKBI) report, previously known as the Indonesian Green Taxonomy (THI), on a quarterly basis.
- In accordance with OJK guidance, QNB Indonesia would conduct a pilot stress test in 2025 as part of Climate Risk Scenario Analysis and Management (CRMS).
- QNB Indonesia would enhance and continue programme activities and dissemination initiatives related to the concept of Sustainable Finance for stakeholders, in order to ensure the continued implementation of Sustainable Finance as introduced in previous years.
- In addition, QNB Indonesia would conduct assessments of market demand for Sustainable Finance products and/or services; the alignment of existing products and/or services with sustainable business activity criteria; and the management of environmental, social, and governance risks within QNB Indonesia's business activities.

The Short-Term RAKB (1 year) for 2025 was prepared based on the Sustainability Framework through three main pillars, namely Sustainable Finance, Sustainable Operations, and Beyond Banking, as set out in the tables below:

Sustainable Finance

Period	Activity Description	Activity Objective	Performance Indicator
Quarter I-IV	Fundamental of Sustainable Finance/ESG	Enhancing awareness among all stakeholders of the importance of, and compliance with, Sustainable Finance regulations as required by the Regulator.	All stakeholders are able to identify and conduct regular monitoring of credit facilities for industries that support sustainable finance. Innovation in banking products based on the sustainable finance ecosystem.
Quarter I-IV	Development of electronic channels to enable customers to conduct various types of financial and non-financial transactions using Retail Banking products.	Providing services through features on electronic channels to increase customer loyalty to E-Channel products as well as other retail products and services.	An increase in the number of users, the number of transactions, and the value of transactions.
Quarter I-IV	MSME Financial Inclusion (RPIM)	Increasing RPIM balances through several aspects: direct lending, structured finance, the use of multifinance facilities, and/or bonds.	Achieving the target of 12% of the bankwide loan book allocated to RPIM.

Sustainable Operations

Period	Activity Description	Activity Objective	Performance Indicators
Quarter I-IV	Limiting the operational hours for the use of air conditioners (AC) and lighting.	Saving electricity consumption.	The average monthly electricity consumption as of 2025 was 73,713 kWh.
Quarter I-IV	Limiting paper usage and encouraging double-sided printing for document processing (except for official documents).	Reducing paper usage so that the Bank can contribute to minimising tree felling as the primary raw material for paper.	The average monthly paper usage as of 2025 was 131 Kg.
Quarter I-IV	Promoting efficient water usage by installing automatic sensor taps at the Head Office.	Maintaining the availability of water reserves and reducing greenhouse gas emissions.	The average monthly water consumption as of 2025 was 604 m^3.

Beyond Banking

Period	Activity Description	Activity Objective	Performance Indicators
Quarter III-IV	Communicating periodic appeals to adopt environmentally friendly practices and promote employee well-being.	Encouraging responsible behaviour in the workplace and towards the environment.	Developing communication collateral and conducting educational communications through QNB Indonesia's media (email, posters, website, etc.), and, where feasible, organising relevant events to encourage tangible employee participation.
Quarter I-IV	Resuming the Bank's annual financial literacy programme to reach new beneficiaries in cities across Indonesia.	Improving the understanding of students and/or specific community groups regarding the fundamentals of financial planning, including budgeting and expense management	Implementing at least one activity per semester with a minimum of 50 participants. Achievement will be assessed through surveys to determine the level of financial literacy of individuals and/or specific groups.

Implementation and Achievements

The implementation and achievements of QNB Indonesia's 2025 RAKB reflect the Bank's commitment to integrating environmental, social, and governance (ESG) principles into its business activities in a measurable and sustainable manner. Throughout the reporting year, the Bank monitored the progress of each initiative based on the established performance indicators, serving as a basis for evaluation and continuous improvement in subsequent periods.

Sustainable Finance

Activity Description	Participants	Type of Activity	Implementation Status
Providing training and workshops on Sustainability and Sustainable Financing	RM CIB, Strategic Execution, Compliance, Risk, and all employees of QNB Indonesia	Offline/online training	Implemented in June 2025.
Supporting MSMEs	Retail	Financing	QNB Indonesia continues to support existing MSME clients through lending.
Adopting standards consistent with the QNB Environmental and Social Risk Management (ESRM) framework	Corporate & Institutional Banking	Documentation	*The ESRM checklist has been in use since May 2021, incorporating screening/ monitoring criteria, as well as list of restricted sectors/ exclusion list.*

Sustainable Operations

Activity Description	Participants	Type of Activity	Implementation Status
Limiting the operating hours of air conditioners (AC) and lighting (electricity).	All employees.	Manually turning on and off the AC and lights after operating hours.	The average monthly electricity consumption as of September 2025 was 73,713 kWh
Limiting paper usage and using double-sided printing for documents (except for official and final documents).	All employees.	Using the e-paypro system for stationery orders; with reminders and dissemination via email.	The average monthly paper usage as of 2025 was 131 Kg.
Encouraging efficient water use.	All employees.	Distribution and use of automatic taps.	The average monthly water consumption as of 2025 was 604 m^3.

Beyond Banking

Activity Description	Participants	Type of Activity	Implementation Status
Periodic communication regarding environmentally friendly behaviour and wellness/health protocols as part of the Bank's values on responsible citizenship	All employees	Dissemination	QNB Indonesia shared the Blue Pledge Campaign video published on the QNB Indonesia LinkedIn account. The first video was produced by QNB Indonesia to educate the public on reducing plastic use and improving waste management for cleaner oceans. Other videos shared were part of the Blue Pledge Campaign conducted by QNB Group and its subsidiaries, including QNB Turkey, QNB Egypt, QNB Tunisia, and QNB Indonesia.
Expanding the QNB Indonesia Goes to School programme, the Bank's annual financial literacy initiative, to reach 118 students from five institutions	118 children 48 employees	Offline event	Through offline activities throughout the year, QNB Indonesia engaged 118 children with the support of 48 employee volunteers across five locations: Sekolah Bingkai Jalanan, Elfattah Mufidah Orphanage, Abhimata Mitrasamaya Orphanage, Kampung Melayu Orphanage, and Domydhu.

Sustainability targets 2026

The Bank's sustainability targets for 2026 are divided into three categories as outlined above. The targets for each category are described below:

Pillar	Description of Activity	Indicators of Success
Sustainable Finance	Conducting ESG training and workshops (online & offline).	100% completion of AyoBelajar (E-learning) and at least one offline workshop.
	Supporting financing for MSMEs in accordance with BI regulations.	Measurement of contribution through RPIM ratio in accordance with Bank Indonesia regulations.
	Conducting Climate Risk Stress Testing and TKBI reporting.	Completion of TKBI checklist and reporting of the resilience test results to OJK.
	Mapping existing portfolios into green, yellow, and red categories according to the TKBI classification.	Completion of portfolio mapping for all facilities that meet TKBI classification requirements.
Sustainable Operations	Implementing electricity-saving initiatives in the office.	Target average monthly electricity usage to remain ≤51,783 kWh.
	Encouraging paper-saving habits through controlled printing and digital workflows.	Target average monthly paper usage to remain ≤60 reams.
	Promoting water efficiency.	Target average monthly water usage to remain ≤523 m^3.
Sustainability Governance	Conducting ESG governance training for the Board of Directors, Board of Commissioners, and Senior Management.	100% of the Board of Directors, Board of Commissioners, and Senior Management has attended and completed ESG governance training.
	Integrating ESG Key Performance Indicators (KPIs) into management assessments.	ESG-related KPIs will be distributed to each division.
	Reviewing and updating the Code of Conduct to incorporate ESG principles, anti-corruption, and responsible financing.	A revised Code of Conduct will be published and acknowledged by all employees.
Beyond Banking	Spreading ESG awareness through ongoing campaigns.	Implementation of a sustainability awareness campaign.
	Conducting financial literacy programmes.	Continued CSR activities to support financial inclusion and further education.

Sustainability governance

Parties responsible for sustainable finance actions

In general, sustainable finance planning and implementation are managed by the ESG Working Group, supported by Strategy Execution, Human Resources, General Services, Regulatory Compliance, Corporate Communication, and the Business units. Meanwhile, the supervisory function over the implementation of sustainable finance is the responsibility of the Board of Commissioners and the Board of Directors.

The detailed roles and responsibilities of each function are as follows:

Division/Work Unit	Roles and Responsibilities
Board of Commissioners	Active oversight of the implementation of Sustainable Finance Action Plan
Board of Directors	1. Active oversight of the implementation of Sustainable Finance Action Plan. 2. Responsible for monitoring the implementation of Sustainable Finance Action Plan.
ESG Committee [Members] • Chief Credit Officer • Chief Risk Officer • Head of Corporate Secretary • Head of Strategy Execution • Head of Budgeting, Planning & MIS	1. Ensure that ESG strategies and policies are formulated, implemented, and periodically updated. 2. Reporting on the Sustainable Finance Action Plan. 3. Reviewing and providing recommendations on the RKAB and the Sustainability Report prior to their approval by the Board of Directors. 4. Monitoring and KPIs. 5. Governance and compliance. 6. Oversee governance and regulation. 7. Stakeholder engagement by supporting the Board of Directors in related communications. 8. Capacity building by ensuring that ESG training and capacity development programmes are conducted on a regular basis.

Sustainability competency development

QNB Indonesia recognises that successful implementation of sustainable finance depends not only on policy frameworks and operational processes, but also on the capacity and understanding of all Bank personnel. Therefore, the development of sustainability competencies is one of the Bank's strategic priorities to ensure that every employee has adequate knowledge, skills, and awareness in applying environmental, social, and governance (ESG) principles.

Throughout 2025, the Bank provided training programmes and seminars to develop competencies related to sustainability aspects.

No.	Topic	Organiser	Participants
1	E-Learning QNB Sustainable Finance 2025	E-Learning	All employee
2	Green Economic Outlook 2025: Strengthening Economic Resilience through ESG Integration	Indonesian Innovation Initiative	Head of Corporate Secretary
3	OJK Institute Webinar: "The Importance of Green Financial Transparency in Financial Institutions"	Financial Services Authority	Strategy Execution
4	Bedah Buku: "Indonesia's Sustainable Finance Landscape" by the OJK Institute 2025	Financial Services Authority	Strategy Execution

Risk assessment related to sustainability aspects

The Bank has strengthened a comprehensive and integrated risk management framework supported by internal controls to facilitate the implementation of sustainable finance. This framework provides a structured basis for identifying, assessing, and managing risks by integrating conventional risks with environmental, social, and governance (ESG) factors, thereby enhancing the Bank's resilience to both financial and sustainability-related challenges.

In managing its portfolio, the Bank ensures that each debtor and prospective debtor fulfils the requirements of the Environmental Impact Assessment (AMDAL) and complies with the Corporate Performance Rating Assessment Programme in Environmental Management (PROPER) as part of a responsible lending process. In line with its long-term strategy, the Bank prioritises financing for sustainable sectors and renewable energy.

Stakeholder engagement

QNB Indonesia recognises that sustainability cannot be achieved without stakeholders' active involvement that plays a vital role in the Bank's business ecosystem. Accordingly, the Bank establishes constructive, open, and sustainable relationships with all stakeholders through structured communication and engagement mechanisms. This approach enables the Bank to understand evolving expectations, respond more effectively to material issues, and ensure that all business activities and strategic decisions remain aligned with the interests of customers, employees, regulators, shareholders, business partners, and the wider community.

Stakeholders	Related Issues	Impact	Engagement Methods
Shareholders	• Sustainable financial performance • Implementation of good corporate governance	Enhancing trust and maintaining business stability.	• General Meeting of Shareholders (GMS) • Periodic performance reports
Government and Regulators	• Compliance with regulations • Implementation of sustainable finance and financial literacy	Maintaining reputation, mitigating legal risks, and supporting the development of a sound financial industry.	• Regular meetings • Periodic performance reports
Employees	• Equal employment opportunities • Competency development • Remuneration and welfare • A conducive working environment	Increasing employee productivity and loyalty, thereby supporting the Company's sustainable performance.	• Collective Labour Agreement (CLA) • Internal media • Competency development programmes • QNB Kita Programme
Customers	• Product and service quality • Customer satisfaction • Customer privacy	Enhancing reputation, reducing complaints regarding products and services, and mitigating data breaches.	• Product and service innovation • Customer data security • Social media • Contact Centre • Face-to-face services • Electronic mail
Society and Communities	• Social impact of business activities • Access to financial services	Improving financial inclusion, strengthening community relations, and creating sustainable social benefits.	CSR activities and financial literacy initiatives
Business Partners	Fair and transparent procurement process	Helping to ensure smooth operations, improving service quality, and reinforcing the sustainability of the Bank's value chain.	Contracts and cooperation agreements

Challenges in implementing sustainable finance

Challenges and obstacles arising from both internal and external environmental dynamics have the potential to affect the implementation of the sustainable finance action plan, including the following:

1. External Challenges
   a. Natural disasters that cause economic losses and disrupt business operations.
   b. The rise of fintech companies, which has increased the complexity of competition in Indonesia's banking sector.
   c. Limited information regarding guidelines and criteria for Sustainable Finance Projects in Indonesia

2. Internal Challenges
   The Bank also faces internal challenges in implementing Sustainable Finance due to limited resources and the lack of integrated monitoring and reporting systems.

In response to the various external and internal challenges, QNB Indonesia has taken appropriate measures to mitigate these challenges, including:

1. Establishing an ESG Committee to ensure that ESG strategies and policies are formulated, implemented, and regularly reviewed and updated.
2. Optimising the use of resources to enhance business performance and maintain profitability.
3. Prioritising the development and offering of Sustainable Finance products to ensure sustainability and competitiveness in the market.
4. Conducting training programmes to ensure that all QNB Indonesia employees understand the importance of the Sustainable Finance concept.



Sustainable finance



QNB Indonesia affirms its commitment to supporting the implementation of Sustainable Finance by placing compliance with Financial Services Authority Regulation No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies as the key foundation in conducting its business activities. This commitment is in line with QNB Group's global ESG strategy and framework and is realised through the Bank's active participation in various initiatives aimed at enhancing financial inclusion and expanding public access to responsible financial services.

All financial products and services offered by the Bank have received approval from the Financial Services Authority (OJK) and Bank Indonesia. In conducting its business activities, the Bank also refers to the environmental, social, and governance (ESG) guidelines established or developed by OJK and QNB Indonesia's Sustainability Policy.

The implementation of Sustainable Finance at the Bank is also reflected in the provision of competitive and value-added banking products and services for the retail, micro, small, and medium enterprises (MSMEs), as well as corporate segments. To ensure alignment between national policies, the provisions of POJK 51/2017, and QNB Group's ESG framework, the Bank consistently prepares, implements, and evaluates its Sustainable Finance Action Plan (RAKB) on an annual basis.

Development and innovation of banking products

In 2025, the Bank provided a Green Term Loan facility amounting to Rp300 billion to PT CSM Corporatama (Indorent) to support Indonesia's low-carbon transition by financing projects that promote sustainable transportation, thereby positioning the Bank as part of the acceleration of electric vehicle adoption in Indonesia.

During the reporting period, no banking products or services were withdrawn due to adverse impacts. Any discontinuation of certain products or financial services in 2025 was conducted based on considerations of their market relevance.



Supporting the Low-Carbon Transition, QNB Indonesia Distributes Green Term Loan Facility

QNB Indonesia continues to strengthen its role as a trusted financial partner for corporate and institutional clients in Indonesia through the signing of its first green term loan facility with PT CSM Corporatama (Indorent), a subsidiary of PT Indomobil Multi Jasa Tbk, which is part of the Indomobil Group, one of the largest and most diversified automotive conglomerates in Indonesia.

This green term loan facility supports Indorent's transition to a more environmentally friendly and energy-efficient fleet and contributes to the broader national agenda for sustainable mobility and environmental management. The financing will be used exclusively for the procurement of electric vehicles, reinforcing Indorent's efforts to integrate electric vehicles into its portfolio and helping to build a low-emission transport ecosystem.

The facility reflects QNB Indonesia's commitment to supporting Indonesia's low-carbon transition by financing projects that promote sustainable transportation, positioning the Bank as a part of Indorent's transformation and the acceleration of electric vehicle adoption in Indonesia. QNB Indonesia will provide a green term loan facility of Rp300 billion, marking a significant milestone in the Bank's ESG financing journey and strengthening its collaboration with leading companies in Indonesia.

Enhancing sustainable financial awareness

In line with the strategic role of financial services institutions in supporting sustainable economic growth, the Bank conducted a Sustainable Finance Awareness Campaign as an effort to strengthen the implementation and integration of environmental, social, and governance (ESG) principles across all operational activities.

As part of this campaign, the Bank held online training programmes in 2025 covering sustainability topics, including Sustainable Finance, Sustainable Operations, and Beyond Banking, for all employees. The programme aimed to enhance the understanding and capabilities of key internal stakeholders, enabling them to apply sustainability practices consistently and effectively.

The training content was designed to cover various aspects, including the management and assessment of environmental, social, and governance (ESG) risks, understanding the sustainable finance framework, relevant regulatory requirements and obligations, and the application of international best practices in sustainable finance.

Sustainability practices in loan disbursement

In accordance with the provisions of the Financial Services Authority Regulation Number 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, the Bank applies sustainability principles in every stage of the loan disbursement process. In this regard, the Bank requires prospective debtors to comply with relevant environmental and social requirements applicable to their business sector, as part of the implementation of social and environmental risk management.

To fulfil these requirements, the Bank requires the submission of supporting documents, including an Environmental Impact Assessment (AMDAL), PROPER rating, required according to the characteristics of the debtor's business activities.

Furthermore, the Bank does not provide financing for business activities in sectors or industries that are unregulated or prohibited under the laws and regulations applicable in the Republic of Indonesia. The Bank also refrains from granting loans to debtors proven to have a history of violations of environmental and social regulations, reflecting its commitment to supporting the implementation of Sustainable Finance as well as the protection of the environment and social welfare.

Policy on responsibility for product and customer

The Bank implements the principles of customer protection and complaint handling by referring to the applicable laws and regulations. This compliance is realised through the implementation of internal policies and procedures aligned with the laws of the Republic of Indonesia, as well as the regulations and Financial Services Authority (OJK) circular and Provision and Circular issued by Bank Indonesia.

Consumer protection

The Bank regards customer trust as a fundamental aspect underpinning all operational processes. All products and services are developed and operated with a focus on safety and compliance, supported by effective risk management and compliance functions, ensuring that customers can use the Bank's products and services safely and reliably.

The Bank applies a banking confidentiality policy which covers the protection of all customer data and information, including information relating to savings and deposits. This policy ensures that customer data is managed securely and is not disclosed to parties without legitimate interest or authority.

As part of efforts to maintain the integrity and security of information, the Bank implements data security systems supported by advanced technology and information security management standards. These measures aim to prevent data breaches and maintain the reliability of the Bank's service systems.

The Bank's obligation to maintain the confidentiality of customer information may be exempted under certain conditions as stipulated by laws and regulations, including for taxation purposes, law enforcement processes, or upon written request from the customer or their legitimate heirs.

The Bank also continuously strives to provide high-quality banking services by applying prudential principles, particularly regarding customer protection and service, in accordance with the applicable laws and regulations. This approach is taken to maintain the stability of the banking system and strengthen the trust relationship between the Bank and its customers.

Contact points

In order to enhance the quality of services provided to customers, the Bank provides channels for submitting suggestions, complaints, and feedback. Thus, the Bank offers various communication channels that customers can use, namely:

- **Contact Centre services**, operating 24 hours a day, at (+62 21) 300 55 300;
- **Face-to-face services** at the Bank's branch offices;
- **Email correspondence** via contact.center@qnb.co.id

Customer complaint handling

In accordance with the provisions of the Financial Services Authority (OJK) regulations on Consumer and Public Protection in the Financial Services Sector, the Bank implements a structured and coordinated mechanism for handling customer complaints. Every complaint received is forwarded to the relevant work unit and/or branch office for follow-up to ensure resolution in accordance with the applicable Service Level Agreement (SLA). Complaints may be submitted orally or in writing, either directly by the customer or through an authorised representative, with the necessary supporting documents attached.

Verbal complaints are resolved no later than 5 (five) working days from the date of receipt, while written complaints are resolved within a maximum of 10 (ten) working days. In certain cases, if a complaint cannot be resolved within this timeframe, the Bank may extend the resolution period by a maximum of 10 (ten) additional working days, in accordance with the applicable laws and regulations.

If a customer does not receive a satisfactory resolution from the Bank, the complaint may be escalated to Bank Indonesia or the Financial Services Authority (OJK) in accordance with the applicable mechanisms and regulations.

Throughout 2025, QNB Indonesia received 139 complaints. All complaints were resolved by the end of the year. None of the complaints had a significant impact on the Bank's reputation or operations. The Bank ensures the quality of its complaint management by continuously monitor the resolution of each complaint and measure the resolution time.

No	Legal Dispute	Completed		On Process		Not Completed		Number of Complaints
		Total	Percentage	Total	Percentage	Total	Percentage	
1	ATM and Debit Card	15	11%	0	0%	0	0%	15
2	Electronic Banking	36	26%	0	0%	0	0%	36
4	Personal Loan	11	8%	0	0%	0	0%	11
5	Other Products	14	10%	0	0%	0	0%	14
6	Trust	0	0%	0	0%	0	0%	0
7	UCan	63	45%	0	0%	0	0%	63
TOTAL								**139**

Customer service improvement programme

The Bank is committed to maintaining the quality of customer service by enhancing the competencies of frontline staff, both at branch offices and the Contact Centre, supported by ongoing training on banking products and solutions. In addition, the Bank is gradually improving service accessibility through the expansion of its branch network and the optimisation of digital channels.

To ensure the continuous improvement of service quality, the Bank also conducts customer satisfaction surveys as a basis for evaluating and refining service standards to meet customer needs and expectations.

Beyond Banking

QNB Indonesia continues its commitment to Corporate Social Responsibility sustainably through various initiatives designed to deliver tangible benefits to society. The implementation of these programmes focuses on efforts to improve the quality of education, health, and community welfare.

Beyond banking initiatives are realised through a range of social programmes, including donation activities, financial literacy campaigns, and active employee engagement. All of these initiatives are carried out in a structured manner and are aligned with the Bank's mission to support sustainable community growth and development in Indonesia.

Financial literacy

In 2025, QNB Indonesia carried out five financial literacy activities aimed at empowering the younger generation through improvement of basic understanding on financial management. This programme is designed to help children learn, interact, and develop with financial knowledge from an early age.



The participants, who consisted of primary school students, were also provided with knowledge about various types of professions and how individuals earn income through work and by developing their skills. Throughout the reporting year, the Bank reached 118 children from five educational and social institutions, namely Bingkai Jalanan School, Elfattah Mufidah Orphanage, Abhimata Mitrasamaya Orphanage, Kampung Melayu Orphanage, and Dompet Yatim and Dhuafa Foundation.

With employees' support as volunteers, the financial literacy education was delivered through interactive learning methods, including educational games designed to simplify financial concepts for easier understanding. This initiative reflects the Bank's commitment to expanding access to financial education while contributing to increasing financial independence for future generations.

All these activities were expected to support the Government's efforts to enhance financial literacy and financial inclusion in Indonesia, and thus, helping more young people have financial understanding and skills that can support their future and also the surrounding environment.

To date, the Bank has provided basic financial literacy education to more than 800 beneficiaries, ranging from primary school students to senior high school and vocational high school students.

Financial literacy activities in 2025



QNB Indonesia Head Office, 21 March 2025

Beneficiaries:
20 children from Bingkai Jalanan School



QNB Indonesia Head Office, 23 May 2025

Beneficiaries:
30 orphans from Elfattah Mufidah Orphanage



Abhimata Mitrasamaya Foundation, 26 June 2025

Beneficiaries:
20 children from Abhimata Mitrasamaya Orphanage



QNB Indonesia Head Office, 11 July 2025

Beneficiaries:
20 children from Kampung Melayu Bersama Orphanage and children and grandchildren of QNB First customers



QNB Indonesia Head Office, 17 November 2025

Beneficiaries:
28 children from Dompet Yatim dan Dhuafa Foundation (Domyandhu)



#QNBBluePledge

QNB Indonesia participated in #QNBBluePledge global initiative launched by QNB Group, the largest financial institution in the Middle East and Africa. This initiative aims to raise awareness of the importance of environmental protection, particularly marine conservation, across all countries in which QNB Group operates. The global initiative is implemented in line with QNB Group's sustainability strategy and in support of the achievement of the United Nations Sustainable Development Goals.

The activity was carried out at Ancol Beach on 11 August 2025 through the organisation of a workshop attended by employees and their families. The workshop featured various activities aimed at protecting the ocean from waste pollution caused by the use of single-use plastics. Participants were also provided with skills on how to recycle plastic waste, with the opportunity to directly practise creating innovative products such as bags and accessories made from recycled plastic.

This activity was conducted in collaboration with 4GoodThings, a local company focused on sustainability and the production of recycled goods. The initiative is expected to motivate participants to become more actively involved in supporting marine conservation through simple and practical actions, reducing the use of single-use plastics, and disposing of waste responsibly.

Ramadan CSR activities

In the spirit of Ramadan, QNB Indonesia visited Dompet Yatim and Dhuafa Foundation (Domyandhu) to distribute donations of basic necessities and school supplies to 35 foster children at the foundation. Thirteen employees actively participated in various activities aimed at entertaining the children while they waited for the time to break their fast together.

Blood donation

In 2025, QNB Indonesia held another blood donation activity as part of QNB Juang 2025 programme. This annual activity demonstrates the Bank's commitment to supporting the availability of blood supplies for healthcare services in Indonesia. In collaboration with the Indonesian Red Cross (PMI), this activity involved active participation of 81 employees and successfully collected 68 blood bags. This initiative reflects the Bank's ongoing commitment to making a positive contribution to the community while strengthening a culture of social responsibility in the workplace.

Breast cancer awareness month

QNB Indonesia is partnering with Lovepink Indonesia Foundation to support breast cancer awareness month in October 2025. Through this initiative, employees and the public are reminded to be more aware of the dangers of breast cancer and proactively seek early detection to reduce their risk.

The Bank encourages employees to live healthier lives through yoga and fun walks. The Bank also involves employees' families and provides fun education through arts & crafts activities. As a positive contribution to others, the Bank also provided free examination for 25 women in Depok area, West Java. This activity was part of the 10,000 Free Breast Ultrasounds Movement initiated by Lovepink Indonesia.

Sustainable operations

QNB Indonesia focuses on strengthening corporate governance and risk management practices in line with the prudential principle. At the same time, the Bank encourages an equitable and inclusive work environment and implements measures to reduce environmental impact through the management of carbon emissions from its operational activities. Therefore, sustainable operations form an important foundation for the Bank in creating long-term sustainable value for all stakeholders.

Equality

The Bank ensures equal opportunities for all employees, regardless of gender, age, race, ethnicity, religion, or beliefs. Recruitment, placement, competency development, and career improvement are conducted based on the principle of meritocracy, considering skills and experience to provide employees with equal access.

The Bank's commitment to building an inclusive workplace has also received external recognition. In 2025, the Bank received the "Diversity, Equity, and Inclusion Company" award at the HR Asia Awards 2025, recognising its excellence in valuing diversity and inclusion, as well as equal opportunities for all.

Gender equality is also a key component of sustainability and good governance principles and serves as a foundation for building an inclusive and fair workplace culture. The Bank seeks to encourage balanced participation and active roles for both women and men, including in strategic and leadership positions, thereby strengthening organisational capabilities and creating sustainable added value. This is reflected in the relatively balanced number of female and male employees, as shown in the table below:

Position	Female	Male
Commissioners	1	3
Directors	0	4
Division Heads	14	11
Staff	124	121
Total	**139**	**139**



QNB Indonesia Wins HR Asia Awards 2025

QNB Indonesia secured several awards at the HR Asia Awards 2025. The HR Asia Awards 2025 is a prestigious awards platform recognising outstanding HR leaders, companies and teams across Asia. The Bank was once again named one of the best employers in Indonesia after receiving the “Best Companies to Work for in Asia”, “Most Caring Company” awards, and for the first time, the Bank also received the “Diversity, Equity, and Inclusion Company” award in recognition of its excellence in HR best practices.

The “Best Companies to Work for in Asia” award reflects the Bank’s efforts in fostering a performance-driven culture, where employees are encouraged to collaborate and demonstrate excellence within a positive, supportive and cooperative working environment.

Meanwhile, the “Most Caring Company 2025” award celebrates the Bank’s proactive initiatives in supporting employee wellbeing. Based on a survey conducted by HR Asia involving more than 300 leading companies in Indonesia, QNB Indonesia achieved scores above the market average for its employee programmes, which are specifically designed to address the aspirations and needs of its workforce.

The “Diversity, Equity, and Inclusion Company” award marks a new milestone for QNB Indonesia. This recognition underscores the Bank’s ongoing commitment to leading the way in cultivating a workplace culture that values diversity and inclusivity, and provides equal opportunities for all.

Commitment to prohibit child labour and forced labour

QNB Indonesia upholds the principles of human rights and responsible labour practices across all its operational activities. The Bank strictly prohibits all forms of child labour and forced labour, both within internal operations and in its employment relationships with third parties.

Industrial relations

The management of industrial relations and the formulation of labour policies and regulations at the Bank are carried out with reference to Law Number 6 of 2023 on Manpower. Compliance with this regulation is reflected in the implementation of the principle of freedom of association within the Bank, as stipulated in Law Number 21 of 2000 on Trade Unions/ Labour Unions.

The Bank’s management actively engages in communication and dialogue with trade union leaders and members to maintain harmonious industrial relations that are respectful and oriented towards mutual interests.

Any potential industrial disputes are resolved through deliberation at the divisional or company level, in accordance with Law Number 6 of 2023 and Law Number 2 of 2004 on the Settlement of Industrial Relations Disputes. Throughout 2025, the Bank did not receive any complaints from employees regarding labour practices.

As the foundation of their working relationship, the Bank and the labor union have entered into a Collective Bargaining Agreement (CBA) that sets forth provisions regarding working conditions as well as the rights and obligations of the parties in accordance with applicable laws and regulations.

Remuneration

The Bank implements a fair and responsible compensation policy for all employees without exception, in accordance with the provisions of labor laws and regulations. The Bank has paid wages to its lowest-level employees in accordance with the minimum wage regulations in each region.

Occupational health and safety

QNB Indonesia recognises that employee health and safety are fundamental to the continuity of operations and organisational productivity. Therefore, the Bank is committed to ensuring that all employees have access to adequate healthcare services through health insurance programmes provided by the Bank, including coverage for employees’ dependents.

In addition to health protection, the Bank facilitates annual medical check-ups as a preventive measure to support early detection and maintain employees’ health sustainably. Through these efforts, the Bank aims to create a healthy, safe, and supportive work environment that promotes overall employee well-being.

In order to minimise occupational hazards and safeguard employee health, the Bank mandates adherence to safe work guidelines and procedures. Furthermore, the Bank regularly conducts Business Continuity Management (BCM) drills to ensure employees are prepared for emergencies and disaster situations. Throughout 2025, no occupational accidents occurred across any of the Bank’s operational locations.

QNB Kita

To strengthen a sense of togetherness and enhance employee engagement with the Bank, QNB Indonesia introduced the QNB Kita programme as a platform to encourage positive interaction and collaboration among Bank personnel. Through a series of regularly organised activities and events, QNB Kita serves as a means to build an inclusive work culture, strengthen internal relationships, and foster a spirit of togetherness in supporting the Bank’s sustainable achievement of its goals.

In 2025, QNB Kita activities included:
- Sports Competition (QNB Juang)
- The Ruby Women Club: Funwalk, Iftar with Orphanage, Talk Show
- Ramadhan Gathering
- Health Talks
- Regular Sports Activity: Badminton, Padel, Soccer, Yoga, Cardio Dance, Body Combat.

Training and competency development

Employee competency development is a strategic investment to maintain competitiveness and ensure the sustainability of the Bank's performance. Therefore, the Bank consistently conducts structured training and development programmes to enhance both technical and non-technical capabilities, as well as to strengthen employees' readiness to meet the evolving dynamics of the industry and business needs.

In 2025, the Bank implemented employee training and competency development programmes such as:
- Leadership (Core/Main Programme);
- Mandatory & Professional certifications and accreditation;
- Soft skills, including business English class, communication classes, presentation skills, and negotiation skills;
- Technical skills, including AI Trainings, trade finance, corporate syndications, tax training and financial reporting training;
- Sharing sessions, dissemination, and workshops;
- Management Development Programme;
- Internship Programme.

Training Indicators	Achievements in 2025
Number of Programmes	235
Number of Participants	9,482
Total Training Hours	15,420.13 Hours
Average Training Hours per Employee	42.48 Hours
Proportion of Person-Hours ≥3 Days	42.48 Hours
Training Distribution	99.27%

Directorate	Untrained	Trained	Total Employees	Fulfillment
CEO	0	2	2	100%
Compliance	0	14	14	100%
Corporate & Institutional Banking	1	20	21	95%
Credit	0	24	24	100%
Finance	0	16	16	100%
Human Resources	0	11	11	100%
Operations & Technology	1	58	59	98%
Retail Banking	0	71	71	100%
Risk	0	19	19	100%

Directorate	Untrained	Trained	Total Employees	Fulfillment
Management Development Programme	0	10	10	100%
Treasury & Financial Institution	0	8	8	100%
Average				99%

Programme	2025	
	Number of Programmes	Number of Participants
Core Programme	25	2,909
Accreditation and Certification	41	227
Technical/Functional Training	127	4,604
Professional & Leadership Development	24	421
Talent Development Programme	4	10
Employee Learning & Engagement Forum	2	121
Infrastructure & Learning Centre	2	0*

*No participants, as the purpose is to identify training infrastructure needs, specifically training equipment (training equipment)

Eco-conscious operations

QNB Indonesia is committed to conducting operations in an increasingly environmentally friendly manner through the gradual implementation of various carbon footprint reduction initiatives. One of fundamental steps taken is the enhancement of emission recording and reporting more extensively from all relevant emission sources in the Bank's operational activities. This approach provides an essential basis for ensuring more measurable, accurate, and consistent emission management over time.

In 2025, the Bank's total energy consumption under Scope 1 and 2 according to the GHG Protocol was recorded at 3,732 GJ, with total carbon emissions of 667 tonnes of CO_2, equivalent to an energy intensity of 13.62 GJ per employee and an emissions intensity of 2.27 tonnes of CO_2 per employee.

Energy consumption

Energy Source	Unit	2025	2024
Gasoline for vehicles	Litres	10,676	11,686
Diesel for generators	Litres	4,731	2,844
Energy consumption from fuel consumption	GJ	548	509
Electricity usage	kWh	884,552	958,069
Energy consumption from electricity	GJ	3,184	3,449
Total energy consumption	GJ	3,732	3,958
Energy intensity	GJ/employee	13.62	9.82

GHG Emission generated

Emission Source	Unit	2025	2024
Scope 1	TonCO_2e	34	32
Scope 2	TonCO_2e	587	636
Total GHG emissions Scope 1 and Scope 2	TonCO_2e	621	667
Scope 3 of the business trip	TonCO_2e	27.60	26.89
GHG emissions Scope 1 and Scope 2 intensity	TonCO_2e/ employee	2.27	1.66

Furthermore, the Bank has calculated its water consumption, which reached 7,249 m^3, a 9% decrease from that of the previous year. Paper usage also decreased by 21% to 1,569 kg compared to the previous year's usage. For the record, all paper used is certified by the Forest Stewardship Council (FSC) or the Programme for the Endorsement of Forest Certification (PEFC), which guarantees that wood/forest-based products are managed sustainably.

Meanwhile, the Bank is currently in the process of calculating and implementing solid and liquid waste. During 2025, the Bank incurred a total of Rp90,723,235 in expenditures related to environmental preservation, environmental impact, and social responsibility initiatives, reflecting its continued commitment to sustainable development.

Banking operational activities do not directly have a significant impact on the environment. QNB Indonesia's offices are also not located in areas of high biodiversity or conservation zones. Nevertheless, the Bank continues to carry out environmental conservation activities through #QNBBluePledge global initiative. Further details of this activity are provided in the Beyond Banking chapter.

Through 2025, the Bank received no complaints related to the environment.

About the sustainability report

The 2025 Sustainability Report of QNB Indonesia has been prepared as a manifestation of our transparency and accountability in managing economic, social, and environmental impacts amid the continually evolving dynamics of the financial services industry. The year 2025 marks a significant step in strengthening the sustainability initiatives that have been established in previous years, while also ensuring that our business strategy moves in alignment with the principles of good corporate governance and the expectations of stakeholders.

Through this report, we outline how QNB Indonesia's sustainability strategy is laying the foundations to integrate its long-term business direction in the future, including in responding to regulatory changes, referencing relevant international standards, and global challenges such as climate change. Sustainability is not merely a complement to operational activities, but going forward, a foundation that will guide business decision and innovation we undertake.

Reporting Standards	• Financial Services Authority (OJK) Circular No. 16/SEOJK.04/2021 on the Form and Content of Annual Reports of Issuers or Public Companies. • Global Reporting Initiative (GRI) Standards as a reference.
Reporting Period	• Published annually • Reporting period: 1 January-31 December 2025
Scope and Boundaries	Bank QNB Indonesia, without subsidiaries, comprises one non-operational head office and 3 branch offices (as of 5 January 2026).
Restatement	There has been no restatement of information from previous reports.
External Verification	The Bank has not undertaken external verification. The verification process is conducted internally to ensure the quality of the data and narratives presented.
Reporting Contact	Contact Center QNB Indonesia Contact.Center@qnb.co.id +62 21 300 55 300



Feedback Form

Please tick the box for the stakeholder group that best describes you:

☐ Employee	☐ NGO
☐ Contractor/Sub-contractor/Vendor/Supplier	☐ Media
☐ Customer	☐ Student / Academics
☐ Investor / Financial Analyst / Shareholders	☐ Others: _____
☐ Regulator	☐

Please rate the report for: (1 being POOR up to 5 being EXCELLENT)

Parameter	1	2	3	4	5
Meeting your information needs					
Content completeness					
Transparency					
Clarity and easy to understand					
Ease in finding information					
Overall Report					

Does the report address your main concerns about our performance?
Please elaborate:

How could we improve this report in the future

List of Disclosure Based on POJK No.51/Pojk.03/2017

No. Indeks	Name Indeks	Page
	Sustainability Strategy	
A.1	Explanation on Sustainability Strategies	157
	Overview of Sustainability Aspects Performance	
B.1	Economy Aspects	256
B.2	Environmental Aspects	256
B.3	Social Aspects	256
	Company Profile	
C.1	Vission, Mission, Sustainable Values	34
C.2	Company Address	30
C.3	Total employee based on gender, position, age, education and employment status; Percentage of share ownership; and Operational area.	30, 64, 78
C.4	Product, Service and Business Activities	30, 36, 37
C.5	Member Association	83
C.6	Significant Changes	None
	Director Explanation	
D.1	Director Explanation	22
	Sustainable Corporate Governance	
E.1	Person in Charge Responsibility for Sustainable Finance	263
E.2	Sustainable Finance Competency Development	263
E.3	Sustainable Finance Risk Assessment Implementation	264
E.4	Stakeholders Relations	264
E.5	Sustainable Finance Implementation Problems	265
	Sustainable Performance	
F.1	The Activities of Building a Culture of Sustainability	209

No. Indeks	Name Indeks	Page
	Economic Performance	
F.2	Comparison of Production Targets and Performance, Portfolio, Financial Targets, or Investment, Revenue and Profit	110
F.3	Comparison of Portfolio Targets and Performance, Financing Targets, or Investments in Financial Instruments or Projects in Line With the Implementation of Sustainable Finance	266
	Environmental Performance	
F.4	Environment Cost Incurred	278
	Material Aspect	
F.5	Use of Environmentally Friendly Materials	278
	Aspek Energi	
F.6	The Amount and Intensity of Energy Used	278
F.7	Efforts and Achievement of Energy Efficiency Including Use of Renewable Energy Sources	277
	Water Aspect	
F.8	Water Used	278
	Biodiversity Aspect	
F.9	Impacts from Operational Areas Close to or in Conservation Areas or Having Biodiversity	278
F.10	Biodiversity Conservation Efforts	278
	Emission Aspect	
F.11	The Amount and Intensity of Emissions Produced by Type	278
F.12	Efforts and Achievement Emission Reduction Carried Out	277
	Waste and Effluent Aspect	
F.13	The Amount of Waste and Effluent Produced by Type	278
F.14	Mechanism of Waste and Effluent Management	278
F.15	Spills that Occur (if any)	278
	Environmental Complaint Aspect	
F.16	The Amount and Material of Environmental Complaints Received and Resolved	278
	Social Aspect	
F.17	Commitment to Provide Services for Equivalent Products and/or Services to Consumers	268

No. Indeks	Name Indeks	Page
	Employment Aspect	
F.18	Equality of Employment Opportunities	273
F.19	Tenaga Kerja Anak dan Tenaga Kerja Paksa Child Labor and Forced Labor	275
F.20	Upah Minimum Regional The Regional Minimum Wage	275
F.21	Decent and Safe Working Environment	275
F.22	Training and Capacity Building of Employees	276
	Society Aspect	
F.23	Operational Impacts to the Surrounding Community	270
F.24	Public Complaints	269
F.25	Environmental and Social Responsibility Activities	270
	Responsibilities for Developing Sustainable Products/Services	
F.26	Innovation and Development of Sustainable Financial Products and/or Services	266
F.27	Products/Services that have been Evaluated for Safety for Customers	268
F.28	Products/Service Impacts	268
F.29	Number of Products Recalled	266
F.30	Customer Satisfaction Survey of Sustainable Finance and/or Services	269
	Other	
G.1	Written Verification from an Independent Party (if any)	None
G.2	Feedback Form	280
G.3	Feedback on Previous Year's Sustainability Report	None
G.4	Disclosure List Based on POJK No.51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Services Institutions, Listed Companies and Public Companies	281

7 Financial Statements

PT Bank QNB Indonesia Tbk

Laporan keuangan tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Financial statements as of December 31, 2025 and
for the year then ended with independent auditor's report

SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA TANGGAL
31 DESEMBER 2025 DAN 31 DESEMBER 2024
PT BANK QNB INDONESIA Tbk ("BANK")
BOARD OF DIRECTORS' STATEMENT
REGARDING THE RESPONSIBILITY ON THE FINANCIAL STATEMENTS
FOR THE YEARS ENDED 31 DECEMBER 2025 AND 31 DECEMBER 2024
PT BANK QNB INDONESIA Tbk ("BANK")

Kami yang bertanda tangan di bawah ini/*We, the undersigned:*

1. Nama/*Name* : Nick Groene
   Alamat Kantor/*Office Address* : Revenue Tower, District 8, SCBD Lot 13
   Jl. Jendral Sudirman Kavling 52-53
   Jakarta
   Alamat Rumah/*Residential Address* : District 8 @Senopati Tower Eternity Unit 101
   Jl. Senopati Raya Lot. 28 SCBD, Senayan Keb. Baru
   Nomor Telepon/*Phone Number* : (021) 5155155
   Jabatan/*Position* : Direktur Utama/*President Director*
2. Nama/*Name* : Gede Shanta Wiguna
   Alamat Kantor/*Office Address* : Revenue Tower, District 8, SCBD Lot 13
   Jl. Jendral Sudirman Kavling 52-53
   Jakarta
   Alamat Rumah/*Residential Address* : Komp BPPT H8/B3, RT 009/003 ,
   Kel. Meruya Utara, Kec. Kembangan, Jakarta Barat
   Nomor Telepon/*Phone Number* : (021) 5155155
   Jabatan/*Position* : Direktur/*Director*

menyatakan bahwa: *declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Bank; / *We are responsible for the preparation and presentation of the Bank's financial statements;*
2. Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia; / *The Bank's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. Semua informasi dalam laporan keuangan Bank telah dimuat secara lengkap dan benar; / *All information in the Bank's financial statements has been disclosed in a complete and truthful manner;*
   b. Laporan keuangan Bank tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; / *The Bank's financial statements do not contain misleading information or material facts nor do they omit information or material facts;*
4. Kami bertanggung jawab atas sistem pengendalian internal dalam Bank; / *We are responsible for the Bank's internal control system;*
5. Kami bertanggung jawab atas kepatuhan terhadap hukum dan peraturan yang berlaku. / *We are responsible for the compliance with laws and regulations.*

Demikian Pernyataan ini dibuat dengan sebenarnya. / *This Statement has been made truthfully.*

Jakarta, 30 Maret 2026 / *March 30, 2026*

Atas nama dan mewakili Direksi/*For and on behalf of the Board of Directors*

Nick Groene
President Director

Gede Shanta Wiguna
Director

PT Bank QNB Indonesia Tbk
Revenue Tower, 8th Floor
District 8, SCBD Lot 13
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190
Tel: (+62 21) 515 5155
Fax: (+62 21) 515 5388
qnb.co.id

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
LAPORAN KEUANGAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT BANK QNB INDONESIA TBK
FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi / ***Table of Contents***

	Halaman/ *Pages*	
Laporan Auditor Independen		*Independent Auditor's Report*
Laporan Posisi Keuangan	1-2	*Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain	3-4	*Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas	5	*Statement of Changes in Equity*
Laporan Arus Kas	6-7	*Statement of Cash Flows*
Catatan Atas Laporan Keuangan	8-137	*Notes to the Financial Statements*

****

Shape the future with confidence

KAP Purwanto Susanti dan Surja

Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Bank QNB Indonesia Tbk

Opini

Kami telah mengaudit laporan keuangan PT Bank QNB Indonesia Tbk ("Bank") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Bank tanggal 31 Desember 2025, serta kinerja keuangan dan arus kasnya 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 ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Bank berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Independent Auditor's Report

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026

The Shareholders and the Boards of Commissioners and Directors
PT Bank QNB Indonesia Tbk

Opinion

We have audited the accompanying financial statements of PT Bank QNB Indonesia Tbk (the "Bank"), which comprise the statement of financial position as of December 31, 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Bank as of December 31, 2025, and its financial performance and 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 ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Bank in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Shape the future with confidence

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Hal audit utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan periode kini. Hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan terlampir.

<u>Cadangan kerugian penurunan nilai atas kredit yang diberikan</u>

Penjelasan atas hal audit utama:

Seperti yang dijelaskan dalam Catatan 12 atas laporan keuangan terlampir, pada tanggal 31 Desember 2025, cadangan kerugian penurunan nilai atas kredit yang diberikan adalah sebesar Rp381.241 juta. Kebijakan akuntansi material untuk cadangan kerugian penurunan nilai atas kredit yang diberikan diungkapkan dalam Catatan 2s atas laporan keuangan terlampir. Kami berfokus pada area ini karena nilai tercatat atas kredit yang diberikan dan cadangan kerugian penurunan nilai atas kredit yang diberikan adalah material terhadap laporan keuangan terlampir.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. Such key audit matters were addressed in the context of our audit of the financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such matter is provided in such context.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report, including in relation to key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying financial statements.

<u>Allowance for impairment losses on loans</u>

Description of the key audit matter:

As describe in Note 12 to the accompanying financial statements, as of December 31, 2025, the balance of allowance for impairment losses on loans amounted to Rp381,241 million. The material accounting policies information of allowance for impairment losses on loans are disclosed in Note 2s to the accompanying financial statements. We focused on this area because the carrying value of loans and the allowance for impairment losses on loans are material to the accompanying financial statements

Shape the future with confidence

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Hal audit utama (lanjutan)

<u>Cadangan kerugian penurunan nilai atas kredit yang diberikan</u> (lanjutan)

Penentuan cadangan kerugian penurunan nilai memerlukan pertimbangan dan memiliki ketidakpastian estimasi termasuk dalam penentuan model untuk menghitung cadangan kerugian penurunan nilai, identifikasi eksposur kredit yang mengalami penurunan kualitas kredit yang signifikan, penentuan asumsi yang digunakan dalam model perhitungan cadangan kerugian penurunan nilai (untuk eksposur yang dinilai secara individu atau kolektif), termasuk faktor ekonomi makro berorientasi masa depan.

Respons audit:

Prosedur audit kami dalam merespon hal audit utama tersebut di atas mencakup, antara lain: menguji pengendalian utama atas pemberian kredit, melakukan penilaian kualitas kredit internal secara regular, melakukan pencatatan dan pengawasan kredit yang diberikan, serta pengendalian umum atas sistem perhitungan cadangan kerugian pernurunan nilai dan pengendalian aplikasi atas kelengkapan dan keakuratan aliran data dari sistem asal ke sistem perhitungan cadangan kerugian penurunan nilai. Kami juga memperoleh pemahaman dan menilai metodologi pengukuran penurunan nilai dan menilai metodologi pengukuran nilai, melakukan validasi model cadangan kerugian penurunan nilai, data masukan, dasar, dan asumsi yang digunakan oleh Bank dalam menghitung cadangan kerugian penurunan nilai, serta menguji tiga tahapan kualitas kredit portofolio sesuai dengan kriteria tingkatan (staging) yang disusun oleh Bank untuk kredit yang diberikan, menguji apakah pengalaman historis mewakili keadaan saat ini dan kerugian terkini yang terjadi dalam portofolio, serta menilai kewajaran atas penyesuaian asumsi berorientasi masa depan, analisis faktor ekonomi makro, dan beberapa skenario probabilitas tertimbang untuk kredit yang diberikan.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Key audit matters (continued)

<u>Allowance for impairment losses on loans</u> (continued)

Determination of allowance for impairment losses requires judgement and is subject to estimation uncertainty which includes determining the model to calculate allowance for impairment losses, identification of credit exposures with significant deterioration in credit quality, and determining assumptions used in the allowance for impairment losses calculation models (for exposures assessed on an individual or collective basis), including forward-looking macroeconomics factors.

Audit response:

Our audit procedures to address the key audit matter mentioned above included, among others: tested of key controls over the origination, regular internal credit quality assessments, recording and monitoring of the loans, and general controls over the allowance for impairment losses system and the application controls over the completeness and accuracy of data flows from source systems to the allowance for impairment losses system. We also obtained understanding and assessed impairment measurement methodologies, validation of allowance for impairment losses models, inputs, bases and assumptions used by the Bank in calculating the allowance for impairment losses, and tested the classification into three stage credit quality of loan portfolios in accordance with staging criteria developed by the Bank for loans, tested whether historical experience is representative of current circumstances and of the recent losses incurred in the portfolios, and assessed reasonableness of forward-looking adjustments, macroeconomic factor analysis, and probability-weighted multiple scenarios for loans.

A member firm of Ernst & Young Global Limited

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Hal audit utama (lanjutan)

Cadangan kerugian penurunan nilai atas kredit yang diberikan (lanjutan)

Respons audit: (lanjutan)

Untuk cadangan kerugian penurunan nilai yang dinilai secara individual, kami menguji sampel kredit yang diberikan untuk mengevaluasi ketepatan waktu Bank dalam melakukan identifikasi eksposur kredit yang mengalami penurunan kualitas kredit yang signifikan atau yang telah mengalami penurunan nilai. Untuk kasus-kasus di mana penurunan nilai telah diidentifikasi, kami menilai asumsi Bank atas arus kas masa depan yang akan diterima, termasuk nilai agunan yang dapat direalisasikan berdasarkan informasi pasar yang tersedia atau penilaian yang dilakukan oleh penilai independen.

Kami juga memeriksa keakurasian perhitungan jumlah cadangan kerugian penurunan nilai dengan melakukan perhitungan ulang atas keseluruhan portofolio yang penurunan nilainya dinilai secara kolektif dan melakukan perhitungan ulang atas penurunan nilai yang dinilai secara individual berdasarkan sampel, dan menilai apakah pengungkapan di laporan keuangan cukup dan secara memadai mencerminkan eksposur Bank terhadap risiko kredit dan melibatkan pakar auditor internal kami untuk membantu kami dalam melakukan prosedur-prosedur di atas ketika keahlian spesifik mereka diperlukan.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("Laporan Tahunan") selain laporan keuangan terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Key audit matters (continued)

Allowance for impairment losses on loans (continued)

Audit response: (continued)

With respect to individually assessed allowance for impairment losses, tested a sample of loans to evaluate the timely identification by the Bank of exposures with significant deterioration in credit quality or those which have been impaired. For cases where impairment has been identified, assessed the Bank's assumptions on the expected future cash flows, including the value of realizable collateral based on available market information or valuation prepared by independent valuer.

We checked the accuracy of the calculation of the allowance for impairment losses amount by recalculating the collective impairment assessment for the entire portfolio and recalculating the individual impairment assessment on a sample basis, and assessed whether the financial statements disclosures are adequately and appropriately reflecting the Bank's exposures to credit risk and involved our auditor's internal expert to assist us in the performance of the above procedures where their specific expertise was required.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2025 Annual Report (the "Annual Report") other than the accompanying financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Informasi lain

Opini kami atas laporan keuangan terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Other information

Our opinion on the accompanying financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

A member firm of Ernst & Young Global Limited

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan (lanjutan)

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Bank 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 Bank atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Bank.

Tanggung jawab auditor terhadap audit atas laporan keuangan

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Responsibilities of management and those charged with governance for the financial statements (continued)

In preparing the financial statements, management is responsible for assessing the Bank'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 Bank or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an Independent Auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Shape the future with confidence

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi daripada yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Bank.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or 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 Bank's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- 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 Bank untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Bank tidak dapat mempertahankan kelangsungan usahanya.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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.

A member firm of Ernst & Young Global Limited

The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report (continued)

Report No. 00309/2.1505/AU.1/07/1681-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwanto Susanti dan Surja

Christophorus Alvin Kossim
Registrasi Akuntan Publik No. AP.1681/Public Accountant Registration No. AP.1681

30 Maret 2026/March 30, 2026

A member firm of Ernst & Young Global Limited

PT BANK QNB INDONESIA TBK
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
STATEMENT OF FINANCIAL POSITION
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
ASET				***ASSETS***
Kas	28.522	2d,2f,5,35,38	36.917	*Cash*
Giro pada Bank Indonesia	364.492	2d,2f,2g,6, 35,36,38	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain		2d,2e,2f,2g,		*Current accounts with other banks*
Pihak berelasi	265	2s,7,35,36,	316	*Related parties*
Pihak ketiga	17.239	38	38.502	*Third parties*
	17.504		38.818	
Cadangan kerugian penurunan nilai	(1)		(7)	*Allowance for impairment losses*
Neto	17.503		38.811	*Net*
Penempatan pada Bank Indonesia dan bank lain		2d,2f,2h,2s, 8,35,36,38		*Placements with Bank Indonesia and other banks*
Pihak berelasi	-		321.900	*Related parties*
Pihak ketiga	1.241.384		1.014.401	*Third parties*
	1.241.384		1.336.301	
Tagihan derivatif	590	2f,2i,9,35	3.269	*Derivative receivables*
Tagihan akseptasi	87.889	2j,10	-	*Acceptance receivables*
Cadangan kerugian penurunan nilai	(211)		-	*Allowance for impairment losses*
Neto	87.678		-	
Efek-efek yang dibeli dengan janji dijual kembali	10.872	2f,2k,2s 11,35	-	*Securities purchased under agreements to resell*
Kredit yang diberikan		2d,2e,2f,2l,2s,		*Loans*
Pihak berelasi	500.804	12,31,35,36,	892	*Related parties*
Pihak ketiga	9.283.664	37,38	8.453.674	*Third parties*
	9.784.468		8.454.566	
Cadangan kerugian penurunan nilai	(381.241)		(488.839)	*Allowance for impairment losses*
Neto	9.403.227		7.965.727	*Net*
Efek-efek	1.481.150	2d,2e,2f,2m,2s, 13,31,35,38	2.160.025	*Securities*
Beban dibayar dimuka	60.599	14,44	43.198	*Prepayments*
Aset pajak tangguhan - neto	147.431	2n,23	249.124	*Deferred tax assets - net*
Aset tetap dan aset hak guna		2o,2s,15,44		*Fixed assets and right-of-use assets*
Biaya perolehan	501.652		548.423	*Cost*
Akumulasi penyusutan	(330.401)		(345.236)	*Accumulated depreciation*
Nilai buku	171.251		203.187	*Book value*
Aset takberwujud		2p,16		*Intangible assets*
Biaya perolehan	133.018		176.709	*Cost*
Akumulasi amortisasi	(82.147)		(116.160)	*Accumulated amortization*
Nilai buku	50.871		60.549	*Book value*
Agunan yang diambil alih - neto	-	2q,2s,17	236.041	*Foreclosed assets - net*
Aset lain-lain - neto	138.646	2d,2f,2r 18,35,36,38	109.511	*Other assets - net*
TOTAL ASET	**13.204.216**		**12.852.873**	***TOTAL ASSETS***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK QNB INDONESIA TBK
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
STATEMENT OF FINANCIAL POSITION *(continued)*
As of December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
Liabilitas segera	13.349	2d,2f,19,35,38	21.022	*Liabilities payable on demand*
Simpanan dari nasabah				*Deposits from customers*
Pihak berelasi	117.628	2d,2e,2f,2t,	98.429	*Related parties*
Pihak ketiga	8.020.380	20,35,36,38	7.243.449	*Third parties*
	8.138.008		7.341.878	
Simpanan dari bank lain				*Deposits from other banks*
Pihak berelasi	3.349	2d,2e,2f,2t,	322.474	*Related parties*
Pihak ketiga	2	21,35,36,38	17	*Third parties*
	3.351		322.491	
Liabilitas derivatif	9.013	2d,2e,2f 2i,9,35	7.775	*Derivative payables*
Liabilitas akseptasi	87.889	2j,10	-	*Acceptance payables*
Efek-efek yang dijual dengan janji dibeli kembali	-	2f,2k,3c,3d, 22,35	95.873	*Securities sold under repurchase agreements*
Liabilitas imbalan kerja	60.942	2e,2v,24	75.739	*Employment benefits*
Beban masih harus dibayar dan liabilitas lain-lain	182.320	2d,2f,2n, 25,35,38	239.383	*Accruals and other liabilities*
TOTAL LIABILITAS	**8.494.872**		**8.104.161**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp250 (Rupiah penuh) per saharn Modal dasar 40.000.000.000 saham masing-masing per 31 Desember 2025 dan 2024 Modal ditempatkan dan disetor penuh 35.158.048.365 saham masing-masing per 31 Desember 2025 dan 2024	8.789.512	1b,2w,26	8.789.512	*Share capital - par value of Rp250 (whole Rupiah) per share Authorized capital 40,000,000,000 shares as of December 31, 2025 and 2024 Issued and fully paid capital 35,158,048,365 shares as of December 31, 2025 and 2024*
Tambahan modal disetor	(33.588)	2w,2x,27	(33.588)	*Additional paid-in capital*
Dana setoran modal	3.652		3.652	*Advanced capital*
Cadangan nilai wajar - neto	8.997	12	(201)	*Fair value reserve - net*
Saldo laba (defisit):				*Retained earnings (deficit):*
Telah ditentukan penggunaannya	7.396		7.396	*Appropriated*
Belum ditentukan penggunaannya	(4.066.625)		(4.018.059)	*Unappropriated*
TOTAL EKUITAS	**4.709.344**		**4.748.712**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**13.204.216**		**12.852.873**	***TOTAL LIABILITIES AND EQUITY***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK QNB INDONESIA TBK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
PENDAPATAN DAN BEBAN OPERASIONAL				***OPERATING INCOME AND EXPENSES***
Pendapatan bunga	678.787	2d,2e,2z,29,36,	734.563	*Interest income*
Beban bunga	(331.823)	2d,2e,2z,29,36 40	(283.644)	*Interest expense*
PENDAPATAN BUNGA - NETO	**346.964**		**450.919**	***INTEREST INCOME - NET***
PENDAPATAN OPERASIONAL LAINNYA				***OTHER OPERATING INCOME***
Provisi dan komisi - neto	39.900	2aa,30	31.562	*Fees and commission - net*
Pendapatan transaksi perdagangan - neto	3.300	2ab	(319)	*Trading income - net*
Lain-lain	42.411		61.983	*Others*
TOTAL PENDAPATAN OPERASIONAL LAINNYA	**85.611**		**93.226**	***TOTAL OTHER OPERATING INCOME***
BEBAN OPERASIONAL LAINNYA				***OTHER OPERATING EXPENSES***
Beban karyawan	(291.121)	2e,2v,31,36	(265.369)	*Personnel expenses*
Beban umum dan administrasi	(148.116)	33	(200.832)	*General and administrative expenses*
Pemulihan cadangan kerugian penurunan nilai aset keuangan	79.246	2s,31	19.021	*Reversal for impairment losses on financial assets*
Lain-lain	(4.243)		(10.560)	*Others*
TOTAL BEBAN OPERASIONAL LAINNYA	**(364.234)**		**(457.740)**	***TOTAL OTHER OPERATING EXPENSES***
LABA OPERASIONAL	**68.341**		**86.405**	***OPERATING INCOME***
Pendapatan bukan operasional	9.171		90	*Non-operating income*
Beban bukan operasional	(26.667)		(85)	*Non-operating expenses*
(BEBAN)/PENDAPATAN BUKAN OPERASIONAL - NETO	**(17.496)**		**5**	***NON-OPERATING (EXPENSE)/INCOME NET***
LABA SEBELUM PAJAK PENGHASILAN	**50.845**		**86.410**	***PROFIT BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	(99.168)	2n,23	(30.772)	*Income tax expense*
(RUGI)/LABA TAHUN BERJALAN	**(48.323)**		**55.638**	***(LOSS)/PROFIT FOR THE YEAR***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK QNB IN DONESIA TBK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
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)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
LABA/(RUGI) TAHUN BERJALAN	**(48.323)**		**55.638**	***PROFIT/(LOSS) FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos-pos yang akan direklasifikasikan ke laba rugi:				*Items that would be reclassified to profit or loss:*
Perubahan nilai wajar efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	11.792	2m,13	(179)	*Fair value changes of securities measured at fair value through other comprehensive income*
Pajak penghasilan terkait dengan pos-pos yang akan direklasifikasikan ke laba rugi	(2.594)	13,23	39	*Income tax related to items that would be reclassified to profit or loss*
	9.198		**(140)**	
Pos-pos yang tidak akan direklasifikasikan ke laba rugi:				*Items that would not be reclassified to profit or loss:*
Pengukuran kembali atas liabilitas imbalan pasca-kerja	(312)	2v,24	2.262	*Remeasurements of obligation for post-employment benefits*
Pajak penghasilan terkait dengan pos-pos yang tidak akan direklasifikasikan ke laba rugi	69	23	(497)	*Income tax related to items that would not be reclassified to profit or loss*
	(243)		**1.765**	
Penghasilan komprehensif lain setelah pajak	8.955		1.625	*Other comprehensive income net of tax*
Total penghasilan komprehensif tahun berjalan	**(39.368)**		**57.263**	***Total comprehensive income for the year***
LABA PER SAHAM DASAR (dalam Rupiah penuh)	**(1,37)**	2y,34	**1,58**	***EARNING PER SHARE BASIC*** *(in whole Rupiah)*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK QNB INDONESIA TBK
STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan Modal disetor/ *Additional paid-in capital*	Dana setoran modal/ *Advanced capital*	Saldo laba (defisit)/ *Retained earnings (deficit)*		Cadangan nilai wajar - neto/ *Fair value reserve - net*	Total ekuitas/ *Total Equity*	
					Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*			
Saldo per 31 Desember 2023		**8.789.512**	**(33.588)**	**3.652**	**6.396**	**(4.074.462)**	**(61)**	**4.691.449**	***Balance as of December 31, 2023***
Laba tahun berjalan		-	-	-	-	55.638	-	55.638	*Profit for the year*
Pengukuran kembali atas liabilitas imbalan pasca kerja - setelah pajak		-	-	-	-	1.765	-	1.765	*Remeasurements of obligation for post-employment benefits - net of tax*
Kerugian yang belum direalisasi atas efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain - setelah pajak		-	-	-	-	-	(140)	(140)	*Unrealized loss on securities measured at fair value through other comprehensive income - net of tax*
Pembentukan cadangan umum	28	-	-	-	1.000	(1.000)	-	-	*Appropriation for general reserve*
Saldo per 31 Desember 2024		**8.789.512**	**(33.588)**	**3.652**	**7.396**	**(4.018.059)**	**(201)**	**4.748.712**	***Balance as of December 31, 2024***
Rugi tahun berjalan		-	-	-	-	(48.323)	-	(48.323)	*Loss for the year*
Pengukuran kembali atas liabilitas imbalan pasca kerja - setelah pajak		-	-	-	-	(243)	-	(243)	*Remeasurements of obligation for post-employment benefits - net of tax*
Keuntungan yang belum direalisasi atas efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain - setelah pajak		-	-	-	-	-	9.198	9.198	*Unrealized gain on securities measured at fair value through other comprehensive income - net of tax*
Saldo per 31 Desember 2025		**8.789.512**	**(33.588)**	**3.652**	**7.396**	**(4.066.625)**	**8.997**	**4.709.344**	***Balance as of December 31, 2025***

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

PT BANK QNB INDONESIA TBK
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan bunga	721.701		872.280	*Receipts from interest income*
Pembayaran bunga	(327.257)		(281.863)	*Payments for interest expense*
Penerimaan provisi dan komisi	44.047		36.152	*Receipts from fees and commission*
Pembayaran provisi dan komisi	(4.147)		(4.916)	*Payments for fees and commission*
Pembayaran beban karyawan	(260.441)		(247.998)	*Payments for personnel expenses*
Pembayaran imbalan pasca-kerja	(45.789)		(6.557)	*Payment for post employment benefit*
Penerimaan pendapatan lainnya	58.120		64.486	*Receipts from other income*
Pembayaran beban lainnya - neto	(89.891)		(140.318)	*Payments for other expenses - net*
Pembayaran beban bukan operasional	156.926		(9.388)	*Payments for non-operational expenses*
Perubahan dalam aset dan liabilitas operasi:				*Changes in operating assets and liabilities:*
Penurunan (kenaikan) dalam aset operasi:				*Decrease (increase) in operating assets:*
Penempatan pada Bank Indonesia dan bank lain	321.900		(321.900)	*Placements with Bank Indonesia and other banks*
Efek-efek yang dibeli dengan janji dijual kembali	(10.872)		2.977.202	*Securities purchased under agreements to resell*
Tagihan akseptasi	(87.889)		-	*Acceptance receivables*
Kredit yang diberikan	(1.358.664)		(2.498.145)	*Loans*
Beban dibayar di muka	(23.023)		(20.622)	*Prepayments*
Aset lain-lain	(35.304)		54.933	*Other assets*
Kenaikan (penurunan) dalam liabilitas operasi:				*Increase (decrease) in operating liabilities:*
Liabilitas segera	(7.673)		8.467	*Liabilities payable on demand*
Simpanan dari nasabah	796.130		1.002.675	*Deposits from customers*
Simpanan dari bank lain	(319.140)		320.659	*Deposits from other banks*
Efek-efek yang dijual dengan janji dibeli kembali	(95.873)		(289.178)	*Securities sold under repurchased agreements*
Liabilitas akseptasi	87.889		-	*Acceptance payables*
Beban masih harus dibayar dan liabilitas lain-lain	(34.690)		6.294	*Accruals and other liabilities*
Arus kas neto diperoleh dari aktivitas operasi	**(513.940)**		**1.522.263**	***Net cash flows provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan atas efek-efek yang telah jatuh tempo	2.160.025		250.030	*Proceeds from matured securities*
Penempatan pada efek-efek	(1.481.150)		(2.020.106)	*Placements in securities*
Hasil penjualan aset tetap	211	14	110	*Proceeds from sale of fixed assets*
Hasil penjualan agunan yang diambil alih	55.743		23.800	*Proceeds from sale of foreclosed assets*
Hasil penjualan properti terbengkalai	16.375		-	*Proceeds from sale of abandoned properties*
Perolehan aset tetap	(16.947)	14,42	(42.309)	*Acquisition of fixed assets*
Perolehan aset tak berwujud	(1.479)	15,42	(7.942)	*Acquisition of intangible assets*
Arus kas neto (digunakan untuk) diperoleh dari aktivitas investasi	**732.778**		**(1.796.417)**	***Net cash flows (used in) provided by investing activities***

*) Setelah reklasifikasi (Catatan 47)

**) After reclassification (Note 47)*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK QNB INDONESIA TBK
LAPORAN ARUS KAS (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
***STATEMENT OF CASH FLOWS** (continued)*
For the Year Ended December 31, 2025
(Expressed in millions of Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024*)**	
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran liabilitas sewa	(26.940)	44	(23.062)	*Payment of lease liabilities*
Arus kas neto digunakan untuk aktivitas pendanaan	**(26.940)**		**(23.062)**	***Net cash flows used in financing activities***
Penurunan neto Kas dan Setara Kas	**191.898**		**(297.216)**	***Net decrease in Cash and Cash Equivalents***
Pengaruh neto perubahan kurs pada Kas dan Setara Kas	(40.345)		(46.912)	*Net effect of exchange rate on Cash and Cash Equivalents*
Kas dan Setara Kas Awal Tahun	1.500.349		1.844.477	*Cash And Cash Equivalents at Beginning of Year*
Kas dan Setara Kas, Akhir Tahun	**1.651.902**		**1.500.349**	***Cash and Cash Equivalents, at The End of Year***
Komponen Kas dan Setara Kas				*Component of Cash and Cash Equivalents*
Kas	28.522	2b,5	36.917	*Cash*
Giro pada Bank Indonesia	364.492	2b,6	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain	17.504	2b,7	38.818	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain jatuh tempo dalam 3 (tiga) bulan sejak tanggal perolehan	1.241.384	2b,8	1.014.401	*Placements with Bank Indonesia and other banks maturing within 3 (three) months since the acquisition date*
	1.651.902		**1.500.349**	

*) Setelah reklasifikasi (Catatan 47)

**) After reclassification (Note 47)*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE 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

PT Bank QNB Indonesia Tbk ("Bank") didirikan pada tanggal 1 April 1913 dengan nama N.V Chunghwa Shangyeh Maatschappij (The Chinese Trading Bank Limited) berdasarkan Akta No. 53 tanggal 28 April 1913 yang dibuat di hadapan Notaris Leonard Hendrik-Willem Van Sandick dan telah disetujui berdasarkan Besluit Gouverneur Generaal Hindia Belanda No. 58 tanggal 16 Juli 1913 dan diumumkan dalam Extra Bijvougsel der Javasche Courant No. 78 tanggal 30 September 1913.

Berdasarkan Surat Keputusan Menteri Keuangan No. 191547/U.M.II tanggal 28 Oktober 1958, Bank memulai kegiatan operasionalnya sebagai bank umum.

Nama Bank diubah menjadi PT Bank Kesawan berdasarkan Akta Perubahan Anggaran Dasar No. 60 tanggal 10 Maret 1965 yang dibuat di hadapan Ong Kiem Lian, SH, notaris di Jakarta. Akta ini telah disahkan oleh Menteri Kehakiman Republik Indonesia (sekarang menjadi 3 (tiga) kementerian: Kementerian Hukum, Kementerian HAM, dan Kementerian Imigrasi dan Pemasyarakatan dibawah Kementerian Koordinator Hukum, HAM, Imigrasi dan Pemasyarakatan) dalam Surat Keputusan No. J.A.5/68/15 tanggal 3 Juli 1965 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 95 tanggal 26 November 1965, Tambahan No. 95.

Perubahan status Bank dari Bank tertutup menjadi Bank terbuka adalah berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 22 tanggal 25 Juli 2001 yang dibuat dihadapan Fathiah Helmi, SH, notaris di Jakarta. Akta ini telah memperoleh persetujuan dari Menteri Kehakiman Republik Indonesia tanggal 27 Desember 2001 dengan Surat Keputusan No. C-20973.HT.01.04.TH.2001 serta diumumkan dalam Berita Negara Republik Indonesia No. 75 tanggal 17 September 2002, Tambahan No. 11113.

Dengan akuisisi saham Bank oleh Qatar National Bank (Q.P.S.C.) (dahulu Qatar National Bank SAQ) pada tanggal 26 Januari 2011, nama Bank diubah menjadi PT Bank QNB Kesawan Tbk berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 23 tanggal 16 September 2011 yang dibuat di hadapan Fathiah Helmi, SH, notaris di Jakarta.

1. General

a. Establishment and General Information

PT Bank QNB Indonesia Tbk ("the Bank") was established on April 1, 1913 under the name N.V Chunghwa Shangyeh Maatschappij (The Chinese Trading Bank Limited) based on the Notarial Deed No. 53 dated April 28, 1913 of Notary Leonard Hendrik-Willem Van Sandick and was approved based on Besluit Gouverneur Generaal Hindia Belanda No. 58 dated July 16, 1913 and was published in the Extra Bijvougsel der Javasche Courant No. 78 dated September 30, 1913.

Based on Decree of the Minister of Finance No. 191547/U.M.II dated October 28, 1958, the Bank started its operation as a commercial bank.

The Bank's name was changed to PT Bank Kesawan based on the Deed of Articles of Association Amendment No. 60 dated March 10, 1965 of Ong Kiem Lian, SH, notary public in Jakarta. This deed was approved by the Minister of Justice of the Republic of Indonesia (which has since been restructured into 3 (three) ministries: the Minsitry of Law, the Ministry of Human Rights, and the Ministry of Immigration and Corrections, under the Coordinating Ministry of Law, Human Rights, Immigration and Corrections) in its Decree No.J.A.5/68/15 dated July 3, 1965 and was published in the State Gazette of the Republic of Indonesia No. 95 dated November 26, 1965, Supplement No. 95.

The change of the Bank's status from a private Bank to a public Bank was effected by the Deed of Extraordinary Shareholders' General Meeting No. 22 dated July 25, 2001 of Fathiah Helmi, SH, notary public in Jakarta. This deed was approved by the Minister of Justice of the Republic of Indonesia dated December 27, 2001 in his Decree No. C-20973.HT.01.04.TH.2001 and was published into the State Gazette of the Republic of Indonesia No. 75 dated September 17, 2002, Supplement No. 11113.

Subsequently, following the acquisition of the Bank's shares by Qatar National Bank (Q.P.S.C.) (formerly Qatar National Bank SAQ) on January 26, 2011, the Bank's name was changed into PT Bank QNB Kesawan Tbk based on the Deed of Extraordinary Shareholders' General Meeting No. 23 dated September 16, 2011 of Fathiah Helmi, SH, notary public in Jakarta.

1. Umum (lanjutan)

a. Pendirian dan Informasi Umum (lanjutan)

Akta ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat keputusan No. AHU-51180.AH.01.02 Tahun 2011 tanggal 21 Oktober 2011 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 93 tanggal 20 November 2012, Tambahan No. 72137.

Selanjutnya nama bank berubah menjadi PT Bank QNB Indonesia Tbk berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 35 tanggal 23 Juli 2014. Akta ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan keputusannya No. AHU-06136.40.20.2014 tanggal 24 Juli 2014.

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Perubahan terakhir sebagaimana dinyatakan dalam Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 27 tanggal 30 Mei 2024, yang dibuat dihadapan Fathiah Helmi, SH, notaris di Jakarta. Perubahan Anggaran Dasar Bank tersebut telah diterima dan dicatat dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0142925 tanggal 12 Juni 2024. Akta ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat keputusan No. AHU-0034915.AH.01.02 Tahun 2024 tanggal 12 Juni 2024.

Sesuai dengan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan kegiatan umum perbankan.

Bank memperoleh persetujuan sebagai Pedagang Valuta Asing berdasarkan Surat Keputusan Direksi Bank Indonesia No. 28/366/UD/Adv tanggal 4 Desember 1995.

Bank memperoleh persetujuan menjadi Bank Devisa berdasarkan Surat Keputusan Direksi Bank Indonesia No. 28/150/KEP/DIR tanggal 22 Februari 1996.

Bank memperoleh persetujuan menjadi Bank Devisa Persepsi Kas Negara berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No.S-452/MK.03/1996 tanggal 16 Agustus 1996.

***1. General** (continued)*

***a. Establishment and General Information** (continued)*

This deed was approved by the Minister of Laws and Human Rights of the Republic of Indonesia in his Decree No. AHU-51180.AH.01.02 Year 2011 dated October 21, 2011 and was announced in the State Gazette of the Republic of Indonesia No. 93 dated November 20, 2012, Supplement No. 72137.

Subsequently, the bank's name was changed into PT Bank QNB Indonesia Tbk based on The deed of Minutes of Annual Shareholders' General Meeting No. 35 dated July 23, 2014. This deed was approved by the Minister of Laws and Human Rights of the Republic of Indonesia with the Deed No. AHU-06136.40.20.2014 dated July 24, 2014.

The Bank's Articles of Association has been amended several times. The latest amendment was stated on the Deed of Statement of Annual General Meeting of Shareholders No. 27 dated May 30, 2024, drawn up before Fathiah Helmi, S.H., Notary in Jakarta. This deed has received Notification of Amendment to the Articles of Articles of Association from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0142925 dated June 12, 2024. This deed was approved by the Minister of Laws and Human Rights of the Republic of Indonesia in his Decree No. AHU-0034915.AH.01.02 Year 2024 dated June 12, 2024.

According to article 3 of the Bank's Articles of Association, the scope of the Bank's activities is to engage in general banking business.

The Bank was granted a license as a Foreign Exchange Trader based on the Decree of the Director of Bank Indonesia No. 28/366/UD/Adv dated December 4, 1995.

The Bank was granted a license to conduct foreign exchange activities based on the Decree of the Director of Bank Indonesia No. 28/150/KEP/DIR dated February 22, 1996.

The Bank was granted a license as a National Cash Perception Foreign Exchange Bank based on the Decree of the Minister of Finance of the Republic of Indonesia No. S-452/MK.03/1996 dated August 16, 1996.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

1. Umum (lanjutan)

a. Pendirian dan Informasi Umum (lanjutan)

Kantor Pusat Bank berlokasi di Revenue Tower, District 8, SCBD Lot 13, Jalan Jendral Sudirman Kavling 52-53, Jakarta. Pada 31 Desember 2025, Bank mempunyai 1 kantor pusat non-operasional, 6 kantor cabang, 1 kantor cabang pembantu, 2 kantor fungsional dan 8 ATM di seluruh Indonesia. Pada 31 Desember 2024, Bank mempunyai 1 kantor pusat non-operasional, 6 kantor cabang, 2 kantor cabang pembantu, 2 kantor fungsional dan 11 ATM di seluruh Indonesia.

Pada tanggal 31 Desember 2025 dan 31 Desember 2024, Bank memiliki masing-masing 274 dan 403 karyawan (tidak diaudit).

Bank, melalui pemegang saham mayoritasnya, Qatar National Bank (Q.P.S.C.), merupakan bagian dari Qatar National Bank Group. Qatar National Bank Group memiliki anak perusahaan dan afiliasi di seluruh dunia.

b. Penawaran Umum Saham Bank

Pada tanggal 31 Oktober 2002, Bank memperoleh Pernyataan Efektif dari Ketua Badan Pengawas Pasar Modal (Bapepam) berdasarkan Surat Keputusan No. S-2369/PM/2002 dalam rangka penawaran umum atas 78.800.000 lembar saham Bank dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham. Saham Bank tersebut diperdagangkan di Bursa Efek Jakarta mulai tanggal 21 November 2002. (Pada tanggal 30 November 2007, Bursa Efek Jakarta dan Bursa Efek Surabaya telah bergabung menjadi Bursa Efek Indonesia).

Dalam penawaran umum saham ini dikeluarkan pula Waran Seri I (waran) yang diberikan secara cuma-cuma kepada pemegang saham baru. Setiap pemegang 2 saham baru Bank memperoleh 3 waran, sehingga jumlah waran yang diterbitkan adalah sebanyak 118.200.000 lembar. Setiap 1 waran memberikan hak kepada pemegang waran untuk membeli 1 saham baru Bank pada harga pelaksanaannya. Jangka waktu pelaksanaan waran yang diterbitkan adalah sejak tanggal 21 Mei 2003 sampai dengan tanggal 18 November 2005. Sampai dengan tanggal pelaksanaan terakhir yaitu tanggal 18 November 2005, waran yang telah dilaksanakan adalah sebanyak 101.219.000 waran pada harga pelaksanaan Rp250 (dalam Rupiah penuh) atau seluruhnya sebesar Rp25.305.

***1. General** (continued)*

***a. Establishment and General Information** (continued)*

The Bank's head office is located at Revenue Tower, District 8, SCBD Lot 13, Jalan Jendral Sudirman Kavling 52-53, Jakarta. As of December 31, 2025, Bank has 1 non-operational head office, 6 branch offices, 1 sub-branch offices, 2 functional office and 8 ATMs across Indonesia. As of December 31, 2024, Bank has 1 non-operational head office, 6 branch offices, 2 sub-branch offices, 2 functional office and 11 ATMs across Indonesia.

As of December 31, 2025 and December 31, 2024, the Bank had 274 and 403 employees (unaudited), respectively.

The Bank, through its majority shareholder, Qatar National Bank (Q.P.S.C.), is ultimately part of the Qatar National Bank Group. The Qatar National Bank Group has subsidiaries and affiliates throughout the world.

b. Public Offering of the Bank's Shares

On October 31, 2002, the Bank obtained the Effective Notification from the Chairman of the Capital Market Supervisory Agency (Bapepam) through its Decree No. S-2369/PM/2002 in relation to the public offering of its 78,800,000 shares with par value and at the offering price of Rp250 (in full Rupiah) per share. The Bank's shares were traded in Jakarta Stock Exchange starting November 21, 2002. (On November 30, 2007, Jakarta Stock Exchange and Surabaya Stock Exchange were merged to form Indonesia Stock Exchange).

These new shares were furnished by Warrants Series I (warrant), which were granted to the new shareholders as a compliment. Each holder of 2 Bank's new shares received 3 warrants; accordingly, the total number of warrants issued was 118,200,000 warrants. Each warrant entitled the holder to buy 1 Bank's new share at the exercise price. The execution period was from May 21, 2003 to November 18, 2005. Up to the last exercise date on November 18, 2005, the number of exercised warrants was 101,219,000 warrants at exercise price of Rp250 (in full Rupiah) or amounting to Rp25,305.

1. Umum (lanjutan)

b. Penawaran Umum Saham Bank (lanjutan)

Pada tanggal 15 Juni 2009, Bank memperoleh Pernyataan Efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam-LK) berdasarkan Surat Keputusan No.S-5209/BL/2009 dalam rangka Penawaran Umum Terbatas I (PUT I) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 125.304.750 saham dengan nilai nominal Rp250 (dalam Rupiah penuh) per saham yang ditawarkan dengan harga Rp320 (dalam Rupiah penuh) per saham.

Setelah PUT I, modal ditempatkan dan disetor Bank meningkat menjadi 626.523.750 lembar saham atau senilai Rp156.631.

Pada tanggal 27 Desember 2010, Bank memperoleh Pernyataan Efektif dari Ketua Bapepam-LK berdasarkan Surat Keputusan No. S-11585/BL/2010 dalam rangka Penawaran Umum Terbatas II (PUT II) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.935.263.768 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Setelah PUT II, modal ditempatkan dan disetor Bank meningkat menjadi 3.561.787.518 lembar saham atau senilai Rp890.447.

Pada tanggal 27 Mei 2013, Bank memperoleh Pernyataan Efektif dari Otoritas Jasa Keuangan ("OJK") berdasarkan Surat Keputusan No. S-141/D.04/2013 dalam rangka Penawaran Umum Terbatas III (PUT III) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.596.543.000 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Setelah PUT III, modal ditempatkan dan disetor Bank meningkat menjadi 6.158.330.518 lembar saham atau senilai Rp1.539.583.

***1. General** (continued)*

***b. Public Offering of the Bank's Shares** (continued)*

On June 15, 2009, the Bank obtained the Effective Notification from the Chairman of the Capital Market Supervisory Agency and Financial Institutions (Bapepam-LK) through its Decree No. S-5209/BL/2009 in relation to the First Limited Public Offering (PUT I) by conducting the Rights Issue (HMETD) amounting to 125,304,750 shares with par value of Rp250 (in full Rupiah) per share at an offering price of Rp320 (in full Rupiah) per share.

After the PUT I, the Bank's issued and fully paid capital increased to 626,523,750 shares or Rp156,631.

On December 27, 2010, the Bank obtained the Effective Notification from the Chairman of Bapepam-LK through its Decree No. S-11585/BL/2010 in relation to the Second Limited Public Offering (PUT II) by conducting the Rights Issue (HMETD) amounting to 2,935,263,768 shares with par value and at the offering price of Rp250 (in full Rupiah) per share.

After the PUT II, the Bank's issued and fully paid capital increased to 3,561,787,518 shares or Rp890,447.

On May 27, 2013, the Bank obtained the Effective Notification from Otoritas Jasa Keuangan ("OJK") through its Decree No. S-141/D.04/2013 in relation to the Third Limited Public Offering (PUT III) by conducting the Rights Issue (HMETD) amounting to 2,596,543,000 shares with par value and at the offering price of Rp250 (in full Rupiah) per share.

After the PUT III, the Bank's issued and fully paid capital increased to 6,158,330,518 shares or Rp1,539,583.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

1. Umum (lanjutan)

b. Penawaran Umum Saham Bank (lanjutan)

Pada tanggal 2 Juni 2014, Bank memperoleh Pernyataan Efektif dari Otoritas Jasa Keuangan (OJK) berdasarkan Surat Keputusan No. S-253/D.04/2014 dalam rangka Penawaran Umum Terbatas IV (PUT IV) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.598.815.479 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Setelah PUT IV, modal ditempatkan dan disetor Bank meningkat menjadi 8.757.145.997 lembar saham atau senilai Rp2.189.287.

Pada tanggal 20 Juni 2017, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-330/D.04/2017 dalam rangka Penawaran Umum Terbatas V (PUT V) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 8.235.719.252 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Setelah PUT V, modal ditempatkan dan disetor Bank meningkat menjadi 16.992.865.249 lembar saham atau senilai Rp4.248.216.

Pada tanggal 22 Mei 2018, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-53/D.04/2018 dalam rangka Penawaran Umum Terbatas VI (PUT VI) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 3.786.010.377 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Setelah PUT VI, modal ditempatkan dan disetor Bank meningkat menjadi 20.436.685.984 lembar saham atau senilai Rp5.109.171.

Pada tanggal 28 April 2023, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-109/D.04/2023 dalam rangka Penawaran Umum Terbatas VII (PUT VII) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 14.721.362.381 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

***1. General** (continued)*

***b. Public Offering of the Bank's Shares** (continued)*

On June 2, 2014, the Bank obtained the Effective Notification from Financial Service Authority (OJK) through its Decree No. S-253/D.04/2014 in relation to the fourth Limited Public Offering (PUT IV) by conducting the Rights Issue (HMETD) amounting to 2,598,815,479 shares with par value and at the offering price of Rp250 (in full Rupiah) per share.

After the PUT IV, the Bank's issued and fully paid capital increased to 8,757,145,997 shares or Rp2,189,287.

On June 20, 2017, the Bank obtained the Effective Notification from OJK through its Decree No. S-330/D.04/2017 in relation to the fifth Limited Public Offering (PUT V) by conducting the Rights Issue (HMETD) of 8,235,719,252 shares with par value and at the offering price of Rp250 (in full Rupiah) per share.

After the PUT V, the Bank's issued and fully paid capital increased to 16,992,865,249 shares or Rp4,248,216.

On May 22, 2018, the Bank obtained the Effective Notification from OJK through its Decree No. S-53/D.04/2018 in relation to the sixth Limited Public Offering (PUT VI) by conducting the Rights Issue (HMETD) of 3,786,010,377 shares with par value and at the offering price of Rp250 (in full Rupiah) per share.

After the PUT VI, the Bank's issued and fully paid capital increased to 20,436,685,984 shares or Rp5,109,171.

On April 28, 2023, the Bank obtained the effective notification from OJK through its Decree No. S-109/D.04/2023 in relation to the Limited Public Offering VII (PUT VII) by conducting the Rights Issue (HMETD) of 14,721,362,381 shares with par value and the offering price of Rp250 (in full Rupiah) per share.

1. Umum (lanjutan)

b. Penawaran Umum Saham Bank (lanjutan)

Setelah PUT VII, modal ditempatkan dan disetor Bank meningkat menjadi 35.158.048.365 lembar saham atau senilai Rp8.789.512.

c. Dewan Komisaris dan Direksi

Susunan terakhir Dewan Komisaris dan Direksi dimuat dalam Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Luar Biasa No. 10 tanggal 16 Desember 2024 di hadapan Fathiah Helmi, SH, notaris di Jakarta. dan telah memperoleh Penerimaan Pemberitahuan Perubahan Data Bank dari Kementerian Hukum Republik Indonesia No.AHU-AH.01.09-0289482 tertanggal 17 Desember 2024.

Susunan Dewan Komisaris dan Direksi Bank pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

***1. General** (continued)*

***b. Public Offering of the Bank's Shares** (continued)*

After the PUT VII, the Bank's issued and fully paid capital increased to 35,158,048,365 shares or Rp8,789,512.

c. Board of Commissioners and Board of Directors

The latest composition of Board of Commissioners and Board of Directors are stated in Deed of Declaration of Resolution Extraordinary Shareholders' General Meeting No. 10 dated December 16, 2024 of Fathiah Helmi, SH, notary public in Jakarta and has obtained receipt of Notification of the Data Change from the Minister of Laws of the Republic of Indonesia No.AHU-AH.01.09-0289482 dated December 17, 2024.

The composition of the Bank's Board of Commissioners and Board of Directors as of December 31, 2025 and 2024 are as follows:

	2025 dan 2024/ *2025 and 2024*	
Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Fatma Al-Suwaidi	*President Commissioner*
Komisaris Independen	Djoko Sarwono	*Independent Commissioner*
Komisaris Independen	Muhammad Anas Malla	*Independent Commissioner*
Komisaris	Khalid Al-Sada	*Commissioner*
Direksi		***Board of Directors***
Direktur Utama	Nicolas Alix Groene (Nick Groene)*	*President Director*
Direktur	Windiartono Tabingin	*Director*
Direktur	Gede Shanta Wiguna**	*Director*
Direktur	Mario Albert Utama (Mario Utama)***	*Director*

*) Nick Groene telah diangkat sebagai Direktur Utama sesuai Keputusan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 4 Desember 2024 dan berlaku efektif setelah diterimanya persetujuan dari OJK atas penilaian kelayakan dan kepatuhan pada tanggal 12 Desember 2024.

**) Nick Groene has been appointed as President Director based on the Resolution of Extraordinary General Meeting of Shareholder on December 4, 2024, and effective after receiving fit and proper test approval from OJK on December 12,2024.*

**) Gede Shanta Wiguna telah diangkat sebagai Direktur sesuai Keputusan Rapat Umum Pemegang Saham Tahunan pada tanggal 30 Mei 2024 dan berlaku efektif setelah diterimanya persetujuan dari OJK atas penilaian kelayakan dan kepatuhan pada tanggal 8 Agustus 2024.

***) Gede Shanta Wiguna has been appointed as Director based on the Resolution of Annual General Meeting of Shareholder on May 30, 2024, and effective after receiving fit and proper test approval from OJK on August 8, 2024.*

***) Mario Utama telah diangkat sebagai Direktur sesuai Keputusan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 4 Desember 2024 dan berlaku efektif setelah diterimanya persetujuan dari OJK atas penilaian kelayakan dan kepatuhan pada tanggal 24 Januari 2025.

****) Mario Utama has been appointed as Director based on the Resolution of Extraordinary General Meeting of Shareholder on December 4, 2024, and effective after receiving fit and proper test approval from OJK on January 24, 2025.*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

1. Umum (lanjutan)

d. Komite-Komite Bank

Susunan Komite-komite Bank pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Komite Audit		***Audit Committee***
Ketua	Muhammad Anas Malla	*Chairman*
Anggota	Heru Subroto	*Member*
Anggota	Idewan Diaz	*Member*
Komite Pemantau Risiko		***Risk Oversight Committee***
Ketua	Djoko Sarwono	*Chairman*
Anggota	Tjetjep Hasmitha	*Member*
Anggota	Heru Subroto	*Member*
Komite Remunerasi dan Nominasi		***Nomination and Remuneration Committee***
Ketua	Muhammad Anas Malla	*Chairman*
Anggota	Khalid Ahmed KH A Al-Sada	*Member*
Anggota	Carina Hastari Tanubrata*	*Member*

*) Carina Hastari Tanubrata diangkat sebagai anggota Komite Remunerasi dan Nominasi berdasarkan Surat Keputusan Direksi 059/SK-DIR/XI/2025 tanggal 18 November 2025.

**) Carina Hastari Tanubrata has appointed as a member of the Bank's Nomination and Remuneration Committee based on Board of Directors Decree No. 059/SK-DIR/XI/2025 dated November 18, 2025.*

e. Sekretaris Perusahaan

Sekretaris Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah Indah Mathilda.

e. Corporate Secretary

The Corporate Secretary as of December 31, 2025 and 2024 is Indah Mathilda.

f. Kepala Satuan Kerja Audit Internal (SKAI)

Plt. *Chief Auditor* pada tanggal 31 Desember 2025 adalah Lius Pritantyo dan *Chief Auditor* pada tanggal 31 Desember 2024 adalah Romy Yulianto Santoso.

f. Head of Internal Audit

Act. Chief Auditor as of December 31, 2025 is Lius Pritantyo and Chief Auditor as of December 31, 2024 is Romy Yulianto Santoso.

2. Ikhtisar Kebijakan Akuntansi yang Material

Kebijakan-kebijakan akuntansi yang material, yang diterapkan dalam penyusunan laporan keuangan Bank pada tanggal dan tahun yang berakhir 31 Desember 2025 dan 2024, adalah sebagai berikut:

2. Summary of Material Accounting Policies

The material accounting policies, applied in the preparation of the Bank's financial statements as of and for the year ended December 31, 2025 and 2024, are as follows:

a. Pernyataan Kepatuhan

Laporan keuangan Bank disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan (SAK) di Indonesia.

Laporan keuangan juga disusun dan disajikan sesuai dengan peraturan Badan Pengawas Pasar Modal dan Lembaga Keuangan ("BAPEPAM-LK", yang fungsinya dialihkan kepada OJK sejak tanggal 1 Januari 2013) No. VIII.G.7 tanggal 25 Juni 2012, Lampiran Keputusan Ketua Bapepam-LK No. Kep-347/BL/2012 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik.

a. Statement of Compliance

The Bank's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards (SAK).

The financial statements have also been prepared and presented in accordance with Capital Market and Financial Institutions Supervisory Agency ("BAPEPAM-LK", whose function has been transferred to OJK starting January 1, 2013) rule No. VIII.G.7 dated June 25, 2012, Annex to the Decree of the Chairman of Bapepam-LK No. Kep-347/BL/2012 regarding Financial Statements Presentation and Disclosure of the Issuer or Public Bank.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

b. Dasar Penyusunan Laporan Keuangan

Laporan keuangan ini disajikan dalam Rupiah, yang merupakan mata uang fungsional Bank. Kecuali dinyatakan secara khusus, informasi keuangan yang disajikan telah dibulatkan menjadi jutaan Rupiah.

Laporan keuangan disusun atas basis akrual dengan menggunakan konsep nilai historis, kecuali jika standar akuntansi mensyaratkan pengukuran nilai wajar.

Laporan arus kas menyajikan perubahan dalam kas dan setara kas dari aktivitas operasi, investasi dan pendanaan. Laporan arus kas disusun dengan metode langsung. Untuk tujuan laporan arus kas, kas dan setara kas meliputi kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yang jatuh tempo dalam waktu tiga bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

c. Penggunaan Pertimbangan, Estimasi dan Asumsi

Penyusunan laporan keuangan sesuai dengan SAK di Indonesia mengharuskan manajemen Bank untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi penerapan kebijakan akuntansi dan jumlah aset, liabilitas, pendapatan dan beban yang dilaporkan.

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan kegiatan saat ini, hasil aktual dapat berbeda dari estimasi tersebut.

Estimasi dan asumsi yang digunakan ditelaah secara berkesinambungan. Revisi atas estimasi akuntansi diakui pada periode dimana estimasi tersebut direvisi dan periode-periode yang akan datang yang dipengaruhi oleh revisi estimasi tersebut.

2. *Summary of Material Accounting Policies* *(continued)*

b. Basis for Preparation of Financial Statements

Figures in these financial statements are presented in Rupiah, which is the Bank's functional currency. Unless otherwise stated, financial information presented in Rupiah has been rounded to the nearest million.

The financial statements have been prepared on the accrual basis using the historical cost concept, except where the accounting standards require fair value measurement.

The statement of cash flows present the changes in cash and cash equivalents from operating, investing and financing activities. The statement of cash flows are prepared using the direct method. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks that mature within three months from the date of acquisition, as long as they are not being pledged as collateral for borrowing nor restricted.

c. Use of Judgments, Estimates and Assumptions

The preparation of financial statements in conformity with SAK requires Bank's management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses.

Although these estimates are based on management's best knowledge of current events and activities, actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the periods in which the estimate is revised and in any future periods affected.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

c. Penggunaan Pertimbangan, Estimasi dan Asumsi (lanjutan)

Informasi mengenai hal-hal material yang terkait dengan ketidakpastian estimasi dan pertimbangan-pertimbangan material dalam penerapan kebijakan akuntansi yang memiliki dampak yang signifikan terhadap jumlah yang diakui dalam laporan keuangan dijelaskan di Catatan 4.

d. Penjabaran Transaksi dan Saldo dalam Valuta Asing

Transaksi-transaksi dalam valuta asing dijabarkan ke dalam Rupiah, yang merupakan mata uang fungsional Bank, dengan menggunakan kurs pada tanggal transaksi.

Saldo akhir tahun aset moneter dan liabilitas moneter dalam valuta asing dijabarkan ke dalam Rupiah dengan menggunakan kurs tengah yang merupakan rata-rata kurs beli dan kurs jual berdasarkan Reuters pada pukul 16.00 WIB setiap hari.

Keuntungan dan kerugian selisih kurs yang timbul dari transaksi dalam valuta asing dan dari penjabaran aset moneter dan liabilitas moneter dalam valuta asing diakui pada laba rugi.

Laba atau rugi kurs valuta asing atas aset dan liabilitas moneter merupakan selisih antara biaya perolehan diamortisasi dalam Rupiah pada awal tahun, disesuaikan dengan tingkat suku bunga efektif dan pembayaran selama tahun berjalan, dan biaya perolehan diamortisasi dalam valuta asing yang dijabarkan ke dalam Rupiah dengan menggunakan kurs pada akhir tahun.

Aset dan liabilitas non-moneter dalam mata uang asing dijabarkan dengan menggunakan kurs pada tanggal transaksi.

2. *Summary of Material Accounting Policies* *(continued)*

c. Use of Judgments, Estimates and Assumptions *(continued)*

Information about material areas of estimation uncertainty and critical judgments in applying accounting policies that have material effect on the amount recognized in the financial statements are described in Note 4.

d. Foreign Currency Transactions and Balances Translation

Transactions in foreign currencies are translated into Rupiah, the Bank's functional currency, at the exchange rates prevailing at the transaction date.

Year-end balances of monetary assets and liabilities denominated in foreign currencies are translated into Rupiah using middle exchange rates which are the average of buying rates and selling rates per Reuters at 16.00 Western Indonesia Time.

The exchange gains and losses arising from transactions in foreign currencies and from the translation of monetary assets and monetary liabilities denominated in foreign currencies are recognized in profit or loss.

The foreign currency gains or losses on monetary assets and liabilities are the difference between amortized cost in Rupiah at the beginning of the year, adjusted for effective interest rate and payments during the year, and the amortized cost in foreign currency translated into Rupiah using the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies are translated using the exchange rates prevailing at the transaction date.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

d. Penjabaran Transaksi dan Saldo dalam Valuta Asing (lanjutan)

Kurs valuta asing utama yang digunakan pada tanggal pelaporan adalah sebagai berikut (Rupiah penuh):

Valuta asing	2025	2024
Poundsterling Inggris	22.440	20.219
Euro Eropa	19.571	16.758
Dolar Amerika Serikat	16.675	16.095
Dolar Singapura	12.965	11.845
Dolar Australia	11.152	10.014
Riyal Qatar	4.575	4.416
Yuan China	2.385	2.199
Dolar Hong Kong	2.142	2.073
Yen Jepang	107	103

e. Transaksi dengan Pihak-pihak Berelasi

Dalam laporan keuangan ini, istilah pihak-pihak berelasi digunakan sesuai dengan PSAK 224 mengenai "Pengungkapan Pihak-pihak Berelasi", yang dimaksud dengan pihak yang berelasi adalah orang atau entitas yang berelasi dengan entitas pelapor sebagai berikut:

a. Orang atau anggota keluarga terdekatnya berelasi dengan entitas pelapor jika orang tersebut:
   i. memiliki pengendalian atau pengendalian bersama terhadap entitas pelapor;
   ii. memiliki pengaruh signifikan terhadap entitas pelapor; atau
   iii. merupakan personal manajemen kunci entitas pelapor atau entitas induk pelapor.
b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi hal-hal sebagai berikut:
   i. entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain);
   ii. satu entitas adalah entitas asosiasi atau ventura bersama bagi entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, di mana entitas lain tersebut adalah anggotanya);

2. *Summary of Material Accounting Policies* *(continued)*

d. Foreign Currency Transactions and Balances Translation *(continued)*

The major exchange rates used as of reporting date, are as follows (in full Rupiah):

Foreign currencies	
Great Britain Poundsterling	
European Euro	
United States Dollar	
Singapore Dollar	
Australian Dollar	
Qatari Riyal	
Chinese Yuan	
Hong Kong Dollar	
Japanese Yen	

e. Transactions with Related Parties

In these financial statements, the term related parties is used as defined in PSAK 224 regarding "Related Party Disclosures", the meaning of a related party is a person or entity that is related to a reporting entity as follow:

a. A person or a close member of that person's family is related to a reporting entity if that person:
   i. has control or joint control over the reporting entity;
   ii. has significant influence over the reporting entity; or
   iii. is member of the key management personnel of the reporting entity or a parent of the reporting entity.
b. An entity is related to a reporting entity if any of the following conditions applies:
   i. the entity and the reporting entity are member of the same the Bank (which means that each parent, subsidiaries, and fellow subsidiaries is related to the others);
   ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of member of a Bank of which the other entity is a member);

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

e. Transaksi dengan Pihak-pihak Berelasi (lanjutan)

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi hal-hal sebagai berikut: (lanjutan)
   iii. kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
   iv. satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
   v. entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.
   vi. entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a);
   vii. orang yang diidentifikasi, dalam butir (a) (i) memiliki pengaruh signifikan terhadap entitas atau anggota manajemen kunci entitas (atau entitas induk dari entitas); atau
   viii. entitas, atau anggota dari kelompok dimana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelaporan.

Semua transaksi yang signifikan dengan pihak-pihak berelasi, baik dilakukan dengan menggunakan syarat dan kondisi normal maupun tidak, diungkapkan dalam Catatan 36.

f. Aset dan Liabilitas Keuangan

Aset keuangan Bank terutama terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, efek-efek yang dibeli dengan janji dijual kembali, tagihan akseptasi, kredit yang diberikan, efek-efek dan aset lain-lain.

2. *Summary of Material Accounting Policies* *(continued)*

e. Transactions with Related Parties *(continued)*

b. An entity is related to a reporting entity if any of the following conditions applies: (continued)
   iii. both entities are joint ventures of the same third party;
   iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
   v. the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity or an entity related to the reporting entity. If the reporting entity in itself such a plan, the sponsoring employers are also related to the reporting entity.
   vi. the entity controlled or jointly controlled by a person identified in (a);
   vii. a person identified in (a) (i) has significant influence over the entity or is a member of the key management personel of the entity (or of a parent of the entity); or
   viii. the entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

All significant transaction with related parties, whether or not conducted under normal terms and conditions as those with third parties, are disclosed in Note 36.

f. Financial Assets and Liabilities

The Bank's financial assets mainly consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks, securities purchased under agreements to resell, acceptance receivables, loans, securities, and other assets.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

Liabilitas keuangan Bank terutama terdiri dari liabilitas segera, simpanan dari nasabah, simpanan dari bank lain, liabilitas akseptasi, liabilitas derivatif, efek-efek yang dijual dengan janji dibeli kembali, beban yang masih harus dibayar dan liabilitas lain-lain.

Bank menerapkan PSAK 109, "Instrumen Keuangan" yang menggantikan PSAK 239, "Instrumen Keuangan: Pengakuan dan Pengukuran".

(i) Klasifikasi

Bank mengklasifikasikan aset keuangannya berdasarkan kategori sebagai berikut pada saat pengakuan awal:

1. Aset keuangan yang diukur pada nilai wajar melalui laba rugi;
2. Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain;
3. Aset keuangan yang diukur pada biaya perolehan diamortisasi.

Model bisnis merefleksikan bagaimana kelompok aset keuangan dikelola untuk mencapai tujuan bisnis tertentu.

Bank melakukan pengujian karakteristik arus kas kontraktual dari aset keuangan yang dikelola untuk mengetahui karakteristik arus kas kontraktual berasal hanya dari pembayaran pokok dan bunga dari jumlah pokok terutang (*Solely Payment of Principal and Interest* atau Pass SPPI) yang konsisten dengan pengaturan pinjaman dasar *(Basic Lending Agreement)*. Dalam melakukan penilaian, Bank mempertimbangkan:

- Imbalan untuk nilai waktu dari uang;
- *Leverage*;
- Variabilitas pada waktu dan jumlah arus kas;
- Instrumen yang terkait secara kontraktual;
- Pembayaran dipercepat;
- Ketentuan kontrak tidak sah dan *de minimis*.

2. *Summary of Material Accounting Policies* *(continued)*

f. Financial Assets and Liabilities *(continued)*

The Bank's financial liabilities mainly consist of liabilities payable on demand, deposits from customers, deposits from other banks, acceptance payables, derivative payables, securities sold under repurchase agreements, accrued expenses and other liabilities.

The Bank adopted PSAK 109, "Financial Instruments" which replaced PSAK 239, "Financial Instruments: Recognition and Measurement".

(i) Classification

The Bank classifies its financial assets according to the following categories at initial recognition:

1. *Financial assets measured at fair value through profit or loss;*
2. *Financial assets measured at fair value through other comprehensive income;*
3. *Financial assets measured at amortized cost.*

The business model reflects how groups of financial assets are managed to achieve a particular business objective.

The Bank assess the contractual cash flow characteristics of financial assets to determine the characteristics of contractual cash flows only from the payment of principal and interest from the outstanding principal (Solely Payment of Principal and Interest or Pass SPPI) that is consistent with basic lending agreement. In making the assessment, the Bank considers:

- *The time value of money element of interest;*
- *Leverage;*
- *Variability in timing or amount of cash flows;*
- *Contractually linked instruments;*
- *Early repayment;*
- *Non-genuine features and de minimis.*

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Aset keuangan diukur pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan yang dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- Arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI).

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain (FVOCI) jika kedua kondisi berikut:

- Aset keuangan yang dikelola untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI).

Aset keuangan diklasifikasikan pada nilai wajar melalui laba rugi (FVTPL) jika tidak memenuhi kondisi yang disyaratkan untuk diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain.

Pada saat pengakuan awal, Bank dapat membuat pilihan yang tidak dapat dibatalkan untuk menyajikan instrumen ekuitas yang bukan dimiliki untuk diperdagangkan pada nilai wajar melalui penghasilan komprehensif lain.

2. *Summary of Material Accounting Policies* *(continued)*

f. Financial Assets and Liabilities *(continued)*

(i) Classification *(continued)*

Financial assets are measured at amortized cost if both of the following conditions are met:

- *Financial assets are managed where the business model objectives in order to collect the contractual cash flows; and*
- *The contractual cash flows are solely payments of principal and interest (SPPI).*

Financial assets are measured at fair value through other comprehensive income (FVOCI) if both of the following conditions are met:

- *Financial assets are managed to collect the contractual cash flows and sell the assets; and*
- *The contractual cash flows are solely payments of principal and interest (SPPI).*

Financial assets are measured at fair value through profit or loss (FVTPL) if do not meet the conditions required to be measured at amortized cost or fair value through other comprehensive income.

At initial recognition, the Bank may make an irrevocable choice to present equity instruments that are not held for trading at fair value through other comprehensive income.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

Liabilitas keuangan diklasifikasikan ke dalam kategori sebagai berikut pada saat pengakuan awal:

I. Liabilitas keuangan yang diukur pada nilai wajar melalui laporan laba rugi, yang memiliki 2 (dua) sub-klasifikasi, yaitu liabilitas keuangan yang ditetapkan demikian pada saat pengakuan awal dan diklasifikasikan dalam kelompok diperdagangkan;
II. Liabilitas keuangan lain. Liabilitas keuangan lainnya merupakan liabilitas keuangan yang tidak dimiliki untuk dijual atau ditentukan sebagai nilai wajar melalui laba rugi saat pengakuan liabilitas.

2. Summary of Material Accounting Policies *(continued)*

f. Financial Assets and Liabilities *(continued)*

(i) Classification *(continued)*

Financial liabilities are classified into the following categories at initial recognition:

I. Financial liabilities at fair value through profit or loss, which has 2 (two) sub-classifications, i.e. those designated as such upon initial recognition and those classified as held for trading;

II. Other financial liabilities. Other financial liabilities pertain to financial liabilities that are not held for trading nor designated as at fair value through profit or loss upon recognition of the liability.

Kategori yang didefinisikan oleh PSAK 109/ ***Category as defined by PSAK 109***		**Golongan (ditentukan oleh Bank)/** ***Class (as determined by the Bank)***	**Subgolongan/*Subclasses***
Aset keuangan/ *Financial assets*	Aset keuangan yang diukur pada nilai wajar melalui laba rugi/ *Financial assets at fair value through profit or loss*	Tagihan derivatif - Tidak terkait lindung nilai/ *Derivative receivables - Non hedging related*	
	Aset keuangan yang diukur pada biaya perolehan yang diamortisasi/ *Financial assets at amortized cost*	Giro pada Bank Indonesia/*Current accounts with Bank Indonesia*	
		Giro pada bank lain/*Current accounts with other banks*	
		Penempatan pada Bank Indonesia dan bank lain/ *Placements with Bank Indonesia and other banks*	
		Efek-efek yang dibeli dengan janji dijual kembali/ *Securities purchased under agreements to resell*	
		Tagihan akseptasi/*Acceptance receivables*	
		Kredit yang diberikan/*Loans*	
		Aset lain-lain/*Other assets*	Piutang bunga/ *Interest receivables*
			Piutang lain-lain/ *Other receivables*
		Efek-efek/*Securities*	
	Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain/ *Financial assets at fair value through other comprehensive income*	Efek-efek/*Securities*	

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(i) Klasifikasi (lanjutan)

2. Summary of Material Accounting Policies *(continued)*

f. Financial Assets and Liabilities *(continued)*

(i) Classification *(continued)*

Kategori yang didefinisikan oleh PSAK 109/ ***Category as defined by PSAK 109***		**Golongan (ditentukan oleh Bank)/** ***Class (as determined by the Bank)***	**Subgolongan/*Subclasses***
Liabilitas keuangan/ *Financial liabilities*	Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi/ *Financial liabilities at fair value through profit or loss*	Liabilitas derivatif/*Derivative payables*	
	Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi/ *Financial liabilities at amortized cost*	Liabilitas segera/*Liabilities payable on demand*	
		Simpanan dari nasabah/*Deposits from customers*	
		Simpanan dari bank lain/*Deposits from other banks*	
		Liabilitas akseptasi/*Acceptance payables*	
		Efek-efek yang dijual dengan janji dibeli kembali/ *Securities sold under repurchase agreements*	
		Beban yang masih harus dibayar/*Accrued expenses*	
		Liabilitas lain-lain/ *Other liabilities*	Utang bunga/*Interest payables*
			Setoran jaminan/ *Security deposits*

(ii) Pengakuan awal

Bank pada awalnya mengakui kredit yang diberikan serta simpanan diukur pada nilai wajar pada tanggal perolehan.

Pembelian dan penjualan aset keuangan yang lazim (*regular*) diakui pada tanggal perdagangan dimana Bank memiliki komitmen untuk membeli atau menjual aset tersebut.

Semua aset dan liabilitas keuangan lainnya pada awalnya diakui pada tanggal perdagangan dimana Bank menjadi suatu pihak dalam ketentuan kontraktual instrumen tersebut.

Pada saat pengakuan awal, aset keuangan atau liabilitas keuangan diukur pada nilai wajar ditambah/dikurang (untuk instrumen keuangan yang tidak diukur pada nilai wajar melalui laba rugi setelah pengakuan awal) biaya transaksi yang dapat diatribusikan secara langsung atas perolehan aset keuangan atau penerbitan liabilitas keuangan. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

(ii) Initial recognition

The Bank initially recognizes loans and deposits at fair value on the date of origination.

Regular way purchases and sales of financial assets are recognized on the trade date at which the Bank commits to purchase or sell the asset.

All other financial assets and liabilities are initially recognized on the trade date at which the Bank becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus/minus (for financial instruments not subsequently measured at fair value through profit or loss) transaction costs that are directly attributable to the acquisition of financial asset or issue of financial liability. The subsequent measurement of financial assets and financial liabilities depends on their classification.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(ii) Pengakuan awal (lanjutan)

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada awal pengakuan liabilitas.

Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

(iii) Pengukuran setelah pengakuan awal

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset atau liabilitas keuangan yang diukur pada saat pengakuan awal, dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif dengan menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi cadangan kerugian penurunan nilai.

Tingkat suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi arus kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat bersih pada saat pengakuan awal. Pada saat menghitung tingkat suku bunga efektif, Bank mengestimasi arus kas di masa mendatang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, namun tidak mempertimbangkan kerugian kredit di masa mendatang.

2. Summary of Material Accounting Policies *(continued)*

f. Financial Assets and Liabilities *(continued)*

(ii) Initial recognition *(continued)*

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issue of a financial liability and are incremental costs that would not have been incurred if the financial instrument had not been acquired or issued. In the case of financial assets, transaction costs are added to the amount recognized initially, while for financial liabilities, transaction costs are deducted from the amount of debt recognized initially.

Such transactions costs are amortized over the terms of the instruments based on the effective interest method and are recorded as part of interest income for transaction costs related to financial assets or interest expenses for transaction costs related to financial liabilities.

(iii) Subsequent measurement

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between the initial amount recognized and the maturity amount, minus any allowance for impairment losses.

The effective interest rate is the rate that exactly discounts the estimated future cash flows through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the net carrying amount at initial recognition. When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument, but does not consider any future credit losses.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(iii) Pengukuran setelah pengakuan awal (lanjutan)

Perhitungan suku bunga efektif mencakup biaya transaksi (Catatan 2f.ii) dan seluruh imbalan/provisi dan bentuk lain yang dibayarkan atau diterima yang merupakan bagian tak terpisahkan dari suku bunga efektif.

Aset keuangan dalam kelompok aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya.

Aset keuangan kelompok biaya perolehan diamortisasi dan liabilitas keuangan lainnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

(iv) Penghentian pengakuan

Bank menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut kadaluwarsa, atau Bank mentransfer seluruh hak kontraktual untuk menerima arus kas dari aset keuangan dalam transaksi dimana Bank secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau liabilitas atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Bank diakui sebagai aset atau liabilitas secara terpisah.

Dalam transaksi dimana Bank secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan, Bank menghentikan pengakuan aset tersebut jika Bank tidak lagi memiliki pengendalian atas aset tersebut. Hak dan kewajiban yang timbul atau yang masih dimiliki dalam transfer tersebut diakui secara terpisah sebagai aset atau liabilitas. Dalam transfer dimana pengendalian atas aset masih dimiliki, Bank tetap mengakui aset yang ditransfer tersebut sebesar keterlibatan berkelanjutan, dimana tingkat keberlanjutan Bank dalam aset yang ditransfer adalah sebesar perubahan nilai aset yang ditransfer.

2. Summary of Material Accounting Policies *(continued)*

f. Financial Assets and Liabilities *(continued)*

(iii) Subsequent measurement *(continued)*

The calculation of the effective interest rate includes transaction costs (Note 2f.ii) and all fees and points paid or received that are an integral part of the effective interest rate.

Financial assets at fair value through other comprehensive income and financial assets and financial liabilities at fair value through profit or loss are measured at fair value.

Financial assets classified as amortized cost and other financial liabilities measured at amortized cost using the effective interest rate method.

(iv) Derecognition

The Bank derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or when the Bank transfers the contractual rights to receive the cash flows from the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in the transferred financial assets that is created or retained by the Bank is recognized as a separate asset or liability.

In transactions in which the Bank neither retains nor transfers substantially all the risks and rewards of ownership of a financial asset, the Bank derecognizes the asset if the Bank does not retain control over the asset. The rights and obligations retained in the transfer are recognized separately as assets or liabilities as appropriate. In transfers in which control over the asset is retained, the Bank continues to recognize the asset to the extent of its continuing involvement, determined by the extent to which it is exposed to changes in the value of the transferred asset.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(iv) Penghentian pengakuan (lanjutan)

Bank menghapusbukukan saldo aset keuangan beserta cadangan kerugian penurunan nilai terkait, pada saat Bank menentukan bahwa aset keuangan tersebut tidak dapat ditagih. Keputusan ini diambil setelah mempertimbangkan informasi seperti telah terjadinya perubahan signifikan pada posisi keuangan debitur sehingga debitur tersebut tidak lagi dapat melunasi kewajibannya, atau hasil penjualan agunan tidak akan cukup untuk melunasi seluruh eksposur. Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun sebelumnya dicatat sebagai pendapatan operasional selain pendapatan bunga.

Bank menghentikan pengakuan liabilitas keuangan pada saat liabilitas yang ditetapkan dalam kontrak dilepaskan, dibatalkan atau kadaluwarsa.

(v) Saling hapus

Aset keuangan dan liabilitas keuangan dapat saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan jika, dan hanya jika Bank memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

Pendapatan dan beban disajikan dalam jumlah bersih hanya jika diperkenankan oleh standar akuntansi.

(vi) Reklasifikasi aset keuangan

Bank mereklasifikasi aset keuangan jiika dan hanya jika, model bisnis untuk pengelolaan aset keuangan berubah.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui laba rugi dicatat sebesar nilai wajarnya. Selisih antara nilai tercatat dengan nilai wajar diakui sebagai keuntungan atau kerugian pada laba rugi.

2. *Summary of Material Accounting Policies* *(continued)*

f. *Financial Assets and Liabilities* *(continued)*

(iv) Derecognition *(continued)*

The Bank writes off a financial asset balance and any related allowance for impairment losses, when the Bank determines that the financial assets are uncollectible. This determination is made after considering information such as the occurrence of significant changes in the financial position of the borrowers such that the borrowers can no longer pay the obligation, or that proceeds from collateral will not be sufficient to repay back the entire exposure. Recoveries of written-off financial assets from previous years are recorded as operational income other than interest income.

The Bank derecognizes a financial liability when its contractual obligations are discharged, cancelled or expired.

(v) Offsetting

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position when, and only when, the Bank has a legal enforceable right to offset the amounts and intends either to settle on a net basis or realize the asset and settle the liability simultaneously.

Income and expenses are presented on a net basis only when permitted by accounting standards.

(vi) Reclassification of financial assets

The Bank reclassifies financial assets if and only if, the business model for managing financial assets changes.

Reclassifications of financial assets from amortized cost classifications to fair value through profit or loss are recorded at fair value. The difference between the recorded value and fair value is recognized in profit or loss on the statement of profit or loss and other comprehensive income.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

f. Aset dan Liabilitas Keuangan (lanjutan)

(vi) Reklasifikasi aset keuangan

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat sebesar nilai wajarnya.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi nilai wajar melalui laba rugi dicatat pada nilai wajar. Keuntungan atau kerugian yang belum direalisasi direklasifikasi ke laba rugi.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi dihapus dari ekuitas dan disesuaikan terhadap nilai wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi biaya perolehan yang diamortisasi dicatat pada wajar.

g. Giro pada Bank Indonesia dan Bank Lain

Giro pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan yang diamortisasi dan dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

h. Penempatan pada Bank Indonesia dan Bank Lain

Penempatan pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan yang diamortisasi yang dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

2. *Summary of Material Accounting Policies* *(continued)*

f. *Financial Assets and Liabilities* *(continued)*

(vi) Reclassification of financial assets

Reclassifications of financial assets from amortized cost classifications to fair value classifications through other comprehensive are recorded at their fair values.

Reclassification of financial assets from fair value classification through other comprehensive income to fair value classification through profit or loss is recorded at fair value. Unrealized gains or losses are reclassified to profit or loss.

Reclassification of financial assets from fair value classifications through other comprehensive income to the amortized cost classification is recorded at carrying value. Unrealized gains or losses is removed from equity and adjusted agains the fair value.

Reclassifications on financial assets from fair value classification through profit or loss to fair value classification through other comprehensive income are recorded at fair value.

Reclassification of financial assets from fair value classification through profit or loss to amortized cost classification is recorded at fair value.

g. Current Accounts with Bank Indonesia and Other Banks

The current accounts with Bank Indonesia and other banks are classified as amortized cost and stated at amortized cost using the effective interest rate method.

h. Placements with Bank Indonesia and Other Banks

The placements with Bank Indonesia and other banks are classified as amortized cost which are stated at amortized cost using the effective interest rate method.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

i. Tagihan dan Liabilitas Derivatif

Tagihan dan liabilitas derivatif untuk tujuan diperdagangkan pada saat pengukuran awal dan setelah pengakuan awal diakui dan diukur pada nilai wajar di laporan posisi keuangan, dengan biaya transaksi yang terjadi diakui langsung pada laba rugi.

Perubahan nilai wajar pada tagihan dan liabilitas derivatif untuk tujuan diperdagangkan diakui sebagai pendapatan bersih instrumen yang diperdagangkan dalam laba rugi. Keuntungan atau kerugian yang direalisasi diakui pada laba rugi.

j. Tagihan dan Liabilitas Akseptasi

Tagihan akseptasi diklasifikasikan sebagai aset keuangan dalam kelompok biaya perolehan diamortisasi.

Liabilitas akseptasi diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

k. Efek-Efek yang Dibeli/Dijual dengan Janji Dijual/Dibeli Kembali

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai biaya perolehan yang diamortisasi.

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset dalam laporan posisi keuangan sebesar jumlah penjualan kembali dikurangi dengan pendapatan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai. Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan, dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual menggunakan suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

2. Summary of Material Accounting Policies *(continued)*

i. Derivative Receivables and Payables

Derivative receivables and payables held for trading are initially recognized and subsequently measured at fair value in the statement of financial position, with transaction costs recognized directly in profit or loss.

Changes in fair value of derivative receivables and payables held for trading are recognized as net trading income in profit or loss. Gain or losses which are realized are recognized in profit or loss.

j. Acceptance Receivables and Payables

Acceptance receivables are classified as financial assets measured at amortized cost.

Acceptance liabilities are classified financial liabilities measured at amortized cost.

k. Securities Purchased/Sold under Agreements to Resell/Repurchase

Securities purchased under agreements to resell are classified as amortized cost.

Securities purchased under agreements to resell are presented as assets in the statement of financial position, at the resale price net of unamortized interest income and allowance for impairment losses. The difference between the purchase price and the resale price is treated as unearned interest income, and recognized as income over the period starting from when those securities are purchased until they are sold using effective interest rate method.

Securities sold under agreements to repurchase are classified as financial liabilities measured at amortized cost.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

k. Efek-Efek yang Dibeli/Dijual dengan Janji Dijual/Dibeli Kembali (lanjutan)

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas dalam laporan posisi keuangan sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar di muka yang belum diamortisasi. Selisih antara harga jual dan harga beli kembali diperlakukan sebagai bunga dibayar di muka dan diakui sebagai beban bunga selama jangka waktu sejak efek-efek tersebut dijual hingga dibeli kembali menggunakan metode suku bunga efektif.

l. Kredit yang Diberikan

Setelah pengakuan awal, kredit yang diberikan dicatat pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif. Kredit dalam rangka pembiayaan bersama (kredit sindikasi) dinyatakan sebesar biaya perolehan diamortisasi sesuai dengan porsi risiko yang ditanggung oleh Bank.

Kredit yang diberikan adalah penyediaan dana atau tagihan yang dapat disetarakan dengan itu, berdasarkan persetujuan atau kesepakatan pinjam-meminjam dengan debitur yang mewajibkan debitur untuk melunasi utang dan bunganya setelah jangka waktu tertentu, dan tagihan yang berasal dari fasilitas *trade finance* yang telah jatuh tempo namun belum digunakan maka harus diselesaikan dalam waktu 21 hari.

Kredit yang diberikan diklasifikasikan sebagai biaya perolehan yang diamortisasi.

Kredit yang diberikan pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan biaya tambahan untuk memperoleh aset keuangan tersebut, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

2. Summary of Material Accounting Policies *(continued)*

k. Securities Purchased/Sold under Agreements to Resell/Repurchase *(continued)*

Securities sold under agreements to repurchase are presented as liabilities in the statement of financial position, at the repurchase price, net of unamortized prepaid interest. The difference between the selling price and the repurchase price is treated as prepaid interest and recognized as interest expense over the period starting from when those securities are sold until they are repurchased using effective interest rate method.

l. Loans

Subsequent to initial measurement, loans are measured at amortized cost using effective interest method. Syndicated loans are stated at amortized cost in accordance with the risk borned by the Bank.

Loans represent funds provided or receivables that can be considered as equivalents there of, based on agreements or financing contracts with borrowers, where borrowers are required to repay their debts with interest after a specified period, and expired trade finance facilities which have not been utilized should be settled within 21 days.

Loans are classified as amortized cost.

Loans are initially measured at fair value plus transaction costs that are directly attributable and additional costs to obtain financial assets, and after initial recognition are measured at amortized cost based on the effective interest rate method less allowance for impairment losses.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

I. Kredit yang Diberikan (lanjutan)

Restrukturisasi kredit

Restrukturisasi kredit meliputi modifikasi persyaratan kredit. Bank menyusun ketentuan internal mengenai debitur yang berakhir masa restrukturisasinya yaitu debitur yang telah memenuhi kriteria sebagai berikut:

1) Debitur mampu memenuhi syarat-syarat sesuai Perjanjian Kredit Restrukturisasi dengan mempertimbangkan kemampuan debitur untuk memenuhi penilaian propsek usaha, kinerja dan kemampuan membayar;
2) Kredit berada pada kualitas kredit lancar (kolektibilitas 1) sesuai dengan ketentuan Bank Indonesia; dan
3) Debitur mampu membayar bunga di atas tingkat bunga tertentu minimal 3 (tiga) bulan atau periode angsuran berturut-turut.

m. Efek-efek

Pada saat pengakuan awal, efek-efek dicatat sesuai dengan kategorinya yaitu aset keuangan diklasifikasikan pada biaya perolehan yang diamortisasi, nilai wajar melalui penghasilan komprehensif lain atau nilai wajar melalui laba rugi. Lihat Catatan 2f untuk kebijakan akuntansi atas aset dan liabilitas keuangan.

n. Pajak Penghasilan

Beban pajak penghasilan terdiri dari beban pajak kini dan beban pajak tangguhan. Beban pajak penghasilan diakui pada laba rugi, kecuali untuk komponen yang diakui secara langsung di ekuitas atau di penghasilan komprehensif lain.

2. Summary of Material Accounting Policies *(continued)*

I. Loans *(continued)*

Loan restructuring

Loan restructuring may involve a modification of the terms of the loans. The Bank formed internal regulation regarding the debtors who ended their restructuring period, namely debtors who had met the following criteria:

1) The debtor is able to fulfill the conditions under the Restructuring Credit Agreement by considering the ability of the debtor to fulfill the business performance assessment, performance and ability to pay;
2) Credit's quality is in current (collectibility 1) in accordance with Bank Indonesia regulations; and
3) Debtors are able to pay interest above a certain interest rate of at least 3 (three) months or a period of successive installments.

m. Securities

At initial recognition, securities are recorded according to their category, i.e., amortized cost, fair value through other comprehensive income or at fair value through profit or loss. Refer to Note 2f for the accounting policies of financial assets and liabilities

n. Income Taxes

Income tax expense comprises current and deferred tax. Income tax expense is recognized in profit or loss except to the extent that it relates to items recognized directly in equity or in other comprehensive income.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

n. Pajak Penghasilan (lanjutan)

Pajak kini merupakan estimasi utang atau pengembalian pajak yang dihitung atas laba atau rugi kena pajak untuk tahun yang bersangkutan dengan menggunakan tarif pajak yang secara substansial telah berlaku pada tanggal pelaporan dan termasuk penyesuaian yang dibuat untuk penyisihan pajak tahun sebelumnya, baik untuk merekonsiliasi pajak penghasilan dengan pajak yang dilaporkan di surat pemberitahuan tahunan, atau untuk memperhitungkan perbedaan yang muncul dari pemeriksaan pajak.

Utang atau restitusi pajak kini diukur menggunakan estimasi terbaik atas jumlah yang diperkirakan akan dibayar atau diterima, dengan mempertimbangkan ketidakpastian terkait dengan kompleksitas peraturan pajak.

Pajak tangguhan diakui atas perbedaan temporer antara nilai tercatat aset dan liabilitas untuk tujuan pelaporan keuangan dan nilai yang digunakan untuk tujuan perpajakan. Pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan untuk ditetapkan atas perbedaan temporer pada saat pembalikan, berdasarkan peraturan yang telah berlaku atau secara substantif berlaku pada tanggal pelaporan. Metode ini juga mengharuskan pengakuan manfaat pajak masa depan, seperti rugi fiskal yang belum dikompensasi, apabila besar kemungkinan manfaat pajak tersebut dapat direalisasi.

Aset pajak tangguhan ditelaah ulang pada setiap tangal pelaporan dan dikurangkan dengan manfaat pajak sejumlah nilai yang besar kemungkinan yang tidak dapat terealisasi; pengurangan tersebut akan dibalik ketika kemungkinan atas laba kena pajak di masa depan meningkat.

Aset pajak tangguhan yang belum diakui dinilai kembali pada setiap tanggal pelaporan dan diakui sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk digunakan.

2. Summary of Material Accounting Policies *(continued)*

n. Income Taxes *(continued)*

Current tax is the expected tax payable or refundable on taxable income or loss for the year using tax rates substantively enacted as of the reporting date and includes true-up adjustments made to the pervious years' tax provisions either to reconcile them with the income tax reported in annual tax returns, or to account for differences arising from tax assesments.

Current tax payable or refundable is measured using the best estimate of the amount expected to be paid or received, taking into consideration the uncertainty associated with the complexity of tax regulations.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted as of the reporting date. This method also required the recognition of future tax benefits, such as tax loss carryforwards, to the extent that realization of such benefits is probable.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of future taxable incomes improves.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable incomes will be available against which they can be used.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

n. Pajak Penghasilan (lanjutan)

Dalam menentukan jumlah pajak kini dan tangguhan, Bank memperhitungkan dampak atas posisi pajak yang tidak pasti dan tambahan pajak serta penalti.

Koreksi atas kewajiban pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan atau banding, maka koreksi diakui pada saat keputusan atas keberatan atau banding itu diterima.

o. Aset Tetap, Aset Hak Guna dan Liabilitas Sewa

Aset tetap pada awalnya diakui sebesar biaya perolehan. Biaya perolehan mencakup harga pembelian dan semua biaya yang terkait secara langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diinginkan agar aset siap digunakan sesuai dengan maksud manajemen.

Setelah pengukuran awal, aset tetap diukur dengan model biaya, yaitu dicatat pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Biaya pengurusan hak legal atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian biaya perolehan tanah dan tidak disusutkan, kecuali terdapat bukti yang mengindikasikan bahwa perpanjangan atau pembaruan hak atas tanah tersebut kemungkinan besar atau pasti tidak diperoleh. Sedangkan biaya perpanjangan atau pembaruan hak legal atas tanah diakui sebagai aset tak berwujud dan diamortisasi menggunakan metode garis lurus selama periode yang lebih pendek antara hak atas tanah atau umur ekonomis tanah.

Kecuali tanah yang tidak disusutkan, aset tetap lainnya disusutkan menggunakan metode garis lurus selama estimasi masa manfaatnya sebagai berikut:

	Tahun/*Years*
Gedung	20
Renovasi dan perbaikan gedung	3 - 7
Perlengkapan dan perabot kantor	4 - 8
Kendaraan bermotor	4

2. *Summary of Material Accounting Policies* *(continued)*

n. Income Taxes *(continued)*

In determining the amount of current and deferred tax, the Bank takes into account the impact of uncertain tax positions and any additional taxes and penalties.

Amendments to tax obligations are recognized when an assessment is received, or if objection and or appeal is applied, when the results of the objection or the appeal are received.

o. Fixed Assets, Right-of-Use-Assets and Lease Liability

Fixed assets are initially recognized at cost. Cost includes its purchase price and any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Subsequent to initial measurement, fixed assets are measured using the cost model, i.e carried at its cost less any accumulated depreciation and accumulated impairment losses.

Costs relating with acquisition of legal titles on the land rights are recognized as part of acquisition cost of land and not amortized, except there is evidence indicating that the extension or renewal of land rights is probable or certainly not be obtained. While costs of extension or renewal of legal titles on the land rights are deferred and recognized as intangible assets and amortized using the straight-line method over the legal term of the land rights or economic life of the land, whichever is shorter.

Except for land, which is not depreciated, other fixed assets are depreciated using straight line method over the estimated useful lives of the assets, as follows:

	Years
Buildings	20
Leasehold improvement	3 - 7
Office equipment, furniture and fixtures	4 - 8
Vehicles	4

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

o. Aset Tetap, Aset Hak Guna dan Liabilitas Sewa (lanjutan)

Metode penyusutan, masa manfaat dan nilai residu aset tetap ditelaah pada setiap tanggal pelaporan dan disesuaikan jika lebih tepat, untuk memastikan bahwa metode penyusutan, masa manfaat dan nilai residu tersebut telah mencerminkan manfaat ekonomi yang diharapkan dari aset tersebut.

Beban perbaikan dan pemeliharaan dibebankan pada laba rugi tahun berjalan, sedangkan renovasi dan penambahan yang jumlahnya signifikan dan memperpanjang masa manfaat dikapitalisasi ke aset tetap yang bersangkutan. Nilai tercatat serta akumulasi penyusutan atas aset tetap yang dijual, dikeluarkan dari kelompok aset tetap yang bersangkutan, dan laba atau ruginya diakui sebagai pendapatan atau beban dalam laba rugi.

Kebijakan sewa

Bank mengakui liabilitas sewa, sebagai pembayaran sewa yang tersisa termasuk atas opsi perpanjangan dimana perpanjangan hampir dapat dipastikan, didiskontokan menggunakan tingkat bunga pinjaman inkremental pada tanggal penerapan awal. Sedangkan aset hak guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang dibayarkan, biaya pemulihan dan pembayaran sewa yang dilakukan pada atau sebelum tanggal mulai sewa, dikurangi insentif sewa yang diterima. Aset hak guna disusutkan dengan metode garis lurus selama jangka waktu yang lebih pendek antara masa sewa dengan estimasi masa manfaat aset.

Beban keuangan dicatat dalam laporan laba rugi. Aset sewa (disajikan sebagai bagian aset tetap) disusutkan selama jangka waktu yang lebih pendek antara umur manfaat aset sewa dan periode masa sewa, jika tidak ada kepastian yang memadai bahwa Bank akan mendapatkan hak kepemilikan pada akhir masa sewa.

2. *Summary of Material Accounting Policies* *(continued)*

o. Fixed Assets, Right-of-Use-Assets and Lease Liability *(continued)*

Depreciation methods, useful lives and residual values of fixed assets are reassessed at each reporting date and adjusted as appropriate, to ensure that they reflect the expected economic benefits derived from these assets.

Normal repair and maintenance expenses are charged to profit or loss for the year, while renovation and improvements, which are significant and prolong the useful life of assets, are capitalized to the respective assets. The carrying amount and the related accumulated depreciation of fixed assets which are sold are removed from the related group of assets, and the gain or loss is recognized as income or expense in profit or loss.

Leases policy

The Bank recognised a lease liability, being the remaining lease payments including extensions options where renewal is reasonably certain, discounted using the incremental borrowing rate at the date of initial application. Meanwhile, rights of use assets include the amount of lease liabilities recognized, initial direct costs paid, recovery costs and lease payments made on or before the start date of the lease, less rental incentives received. Rights of use assets are depreciated using the straight-line method over the shorter period between the lease term and the estimated useful life of the asset.

Finance expense is recorded in the statement of income. Leased assets (presented under fixed assets) are depreciated over the shorter of the estimated useful life of the assets and the lease term, if there is no reasonable certainty that Bank will obtain ownership by the end of the lease term.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

p. Aset Takberwujud

Aset takberwujud (perangkat lunak dan lisensi penggunaan perangkat lunak) dicatat sebesar biaya perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai aset. Pengeluaran selanjutnya yang jumlahnya signifikan akan dikapitalisasi hanya jika pengeluaran tersebut menambah manfaat ekonomis aset yang bersangkutan di masa mendatang. Pengeluaran lainnya dibebankan pada saat terjadinya. Amortisasi diakui pada laba rugi selama estimasi masa manfaat 8 tahun dengan menggunakan metode garis lurus.

Metode amortisasi, masa manfaat dan nilai residu ditelaah pada setiap tanggal pelaporan dan disesuaikan jika lebih tepat, untuk memastikan bahwa metode penyusutan, masa manfaat dan nilai residu tersebut telah mencerminkan manfaat ekonomi yang diharapkan dari aset tersebut.

q. Agunan yang Diambil Alih

Pada saat pengakuan awal, agunan yang diambil alih sehubungan dengan penyelesaian kredit dicatat sebesar nilai wajar setelah dikurangi biaya untuk menjualnya tetapi tidak melebihi nilai tercatat kredit yang diberikan. Bank tidak mengakui keuntungan pada saat pengambilalihan aset. Setelah pengakuan awal, agunan yang diambil alih dicatat sebesar nilai yang lebih rendah antara nilai tercatat dengan nilai wajar setelah dikurangi biaya untuk menjualnya. Selisih lebih antara nilai tercatat dengan nilai wajar agunan yang diambil alih setelah dikurangi biaya untuk menjualnya diakui sebagai kerugian penurunan nilai dalam laba rugi.

Agunan yang diambil alih tidak disusutkan dan beban-beban sehubungan dengan perolehan dan pemeliharaan aset tersebut dibebankan pada laba rugi pada saat terjadinya.

Selisih antara nilai tercatat dan hasil penjualan dari agunan yang diambil alih diakui sebagai laba atau rugi pada saat penjualan agunan yang diambil alih, dan diakui sebagai pendapatan atau beban pada laba rugi.

Manajemen melakukan evaluasi atas nilai agunan yang diambil alih secara berkala.

2. Summary of Material Accounting Policies *(continued)*

p. Intangible Assets

Intangible assets (software and software license) are stated at cost less accumulated amortization and accumulated impairment losses. Subsequent expenditure on intangible assets, which is significant, is capitalized only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditures are expensed as incurred. Amortization is recognized in profit or loss over the estimated useful lives of 8 years using straight line method.

Amortization method, useful lives and residual values are reviewed at each reporting date and adjusted as appropriate, to ensure that they reflect the expected economic benefits derived from these assets.

q. Foreclosed Assets

Foreclosed assets acquired in conjunction with settlement of loans are initially recorded at their fair value less costs to sell but not to exceed the carrying value of loans. The Bank does not recognize any gains when the Bank foreclosed an asset. Subsequent to initial recognition, foreclosed assets are recorded at carrying amount or at fair value less costs to sell, whichever is lower. The excess between the carrying value and fair value less costs to sell is recognized as impairment losses in profit or loss.

Foreclosed assets are not depreciated and expenses in relation with the acquisition and maintenance of those assets are charged to profit or loss as incurred.

The difference between the carrying value and the proceeds from the sale of foreclosed assets is recognized as gain or loss at the time of sale and recognized as income or expense in profit or loss.

Management evaluates the value of foreclosed assets on a periodic basis.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

r. Aset lain-lain

Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang lain-lain, akrual bunga, setoran jaminan dan lain-lain.

s. Identifikasi dan Pengukuran Kerugian Penurunan Nilai

Aset keuangan

Bank mengakui penyisihan kerugian kredit diekspektasikan pada instrumen keuangan yang tidak diukur pada nilai wajar melalui laba rugi.

Tidak ada penyisihan kerugian kredit ekspektasian pada investasi instrumen ekuitas.

Bank mengukur cadangan kerugian sejumlah kerugian kredit ekspektasian sepanjang umurnya, kecuali untuk hal berikut, diukur sejumlah kerugian kredit ekspektasian 12 bulan:

i. Instrumen utang yang memiliki risiko kredit rendah pada tanggal pelaporan; dan
ii. Instrumen keuangan lainnya yang risiko kreditnya tidak meningkat secara signifikan sejak pengakuan awal.

Bank menganggap instrumen utang memiliki risiko kredit yang rendah ketika peringkat risiko kreditnya setara dengan definisi *investment grade* yang dipahami secara global.

Kerugian kredit ekspektasian 12 bulan adalah bagian dari kerugian kredit ekspektasian sepanjang umurnya yang merepresentasikan kerugian kredit ekspektasian yang timbul dari peristiwa gagal bayar instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

2. Summary of Material Accounting Policies *(continued)*

r. Other assets

Other assets include receivables from foreclosed asset transactions, other receivable, accruals interest, security deposits and others.

s. Identification and Measurement of Impairment Losses

Financial assets

Bank recognize the allowance for expected credit losses on financial instruments that are not measured at fair value through profit or loss.

There is no allowance for expected credit losses on investment in equity instruments.

The Bank measure the allowance for losses for the lifetime of an expected credit losses, except for the following, which are measured according to 12-month expected credit losses:

i. Debt instruments that have low credit risk at the reporting date; and
ii. Other financial instruments for which credit risk has not increased significantly since initial recognition.

The Bank considers debt instruments to have low credit risk when the credit risk rating is at par with the globally understood definition of investment grade.

The 12-month expected credit loss is part of the expected credit loss throughout its lifetime that represents an expected credit loss arising from a default on financial instruments that might occur within 12 months after reporting date.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

s. Identifikasi dan Pengukuran Kerugian Penurunan Nilai (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian

Kerugian Kredit Ekspektasian adalah estimasi probabilitas tertimbang dari kerugian kredit yang diukur sebagai berikut:

i. aset keuangan yang tidak memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini dari seluruh kekurangan kas (yaitu selisih antara arus kas yang terutang kepada Bank sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh Bank);
ii. aset keuangan yang memburuk pada tanggal pelaporan, kerugian kredit ekspektasian diukur sebesar selisih antara jumlah tercatat bruto dan nilai kini arus kas masa depan yang diestimasi;
iii. komitmen pinjaman yang belum ditarik, kerugian kredit ekspektasian diukur sebesar selisih antara nilai kini jumlah arus kas jika komitmen ditarik dan arus kas yang diperkirakan akan diterima oleh Bank;
iv. kontrak jaminan keuangan, kerugian kredit ekspektasian diukur sebesar selisih antara pembayaran yang diperkirakan untuk mengganti pemegang atas kerugian kredit yang terjadi dikurangi jumlah yang diperkirakan dapat dipulihkan.

Aset Keuangan yang Direstrukturisasi

Jika ketentuan aset keuangan dinegosiasikan ulang atau dimodifikasi atau aset keuangan yang ada diganti dengan yang baru karena kesulitan keuangan peminjam, maka dilakukan penilaian apakah aset keuangan yang ada harus dihentikan pengakuannya dan kerugian kredit ekspektasian diukur sebagai berikut:

i. Jika restrukturisasi tidak mengakibatkan penghentian pengakuan aset yang ada, maka arus kas yang diperkirakan yang timbul dari aset keuangan yang dimodifikasi dimasukkan dalam perhitungan kekurangan kas dari aset yang ada.

2. *Summary of Material Accounting Policies* *(continued)*

s. Identification and Measurement of Impairment Losses *(continued)*

Measurement of Expected Credit Losses

Expected Credit Loss is an estimate of the weighted probability of a credit loss measured as follows:

i. financial assets that do not deteriorate at the reporting date, the expected credit loss is measured at the difference between the present value of all cash shortages (i.e. the difference between the cash flows owed to the Bank in accordance with the contract and the cash flows expected to be received by the Bank);
ii. financial assets that deteriorate at the reporting date, the expected credit loss is measured at the difference between the gross carrying amount and the present value of estimated future cash flows;
iii. for undisbursed loan commitments, expected credit losses are measured at the difference between the present value of the amount of cash flow if the commitments is withdrawn and the cash flow expected to be received by the Bank;
iv. for financial guarantee contracts, expected credit losses are measured at the difference between the estimated payments to replace the holder for the credit losses incurred less the amount estimated to be recoverable.

Restructured Financial Assets

If the terms of the financial assets are renegotiated or modified or the existing financial assets are replaced with new ones due to the borrower's financial difficulties, an assessment is made whether recognition of existing financial assets must be derecognized and expected credit losses measured as follows:

i. If the restructuring does not result in the termination of recognition of existing assets, then the estimated cash flows arising from the modified financial assets are included in the calculation of cash shortages of existing assets.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

s. Identifikasi dan Pengukuran Kerugian Penurunan Nilai (lanjutan)

Aset Keuangan yang Direstrukturisasi (lanjutan)

Jika ketentuan aset keuangan dinegosiasikan ulang atau dimodifikasi atau aset keuangan yang ada diganti dengan yang baru karena kesulitan keuangan peminjam, maka dilakukan penilaian apakah aset keuangan yang ada harus dihentikan pengakuannya dan kerugian kredit ekspektasian diukur sebagai berikut: (lanjutan)

ii. Jika restrukturisasi akan menghasilkan penghentian pengakuan aset yang ada, maka nilai wajar aset baru diperlakukan sebagai arus kas akhir dari aset keuangan yang ada pada saat penghentian pengakuannya. Jumlah ini dimasukkan dalam perhitungan kekurangan kas dari aset keuangan yang ada yang didiskontokan dari tanggal penghentian pengakuan ke tanggal pelaporan menggunakan suku bunga efektif awal dari aset keuangan yang ada.

Aset Keuangan yang Dibeli atau yang Berasal dari Aset Keuangan Memburuk

Aset keuangan dikategorikan sebagai POCI apabila terdapat bukti objektif penurunan nilai pada saat pengakuan awal. Pada saat pengakuan awal, tidak ada penyisihan kerugian kredit yang diakui karena harga pembelian atau nilainya telah termasuk estimasi kerugian kredit sepanjang umurnya. Selanjutnya, perubahan kerugian kredit sepanjang umurnya, apakah positif atau negatif, diakui dalam laporan laba rugi sebagai bagian dari cadangan kerugian penurunan nilai.

2. *Summary of Material Accounting Policies* *(continued)*

s. Identification and Measurement of Impairment Losses *(continued)*

Restructured Financial Assets *(continued)*

If the terms of the financial assets are renegotiated or modified or the existing financial assets are replaced with new ones due to the borrower's financial difficulties, an assessment is made whether recognition of existing financial assets must be derecognized and expected credit losses measured as follows: (continued)

ii. If the restructuring will result in a derecognition of the existing assets, the fair value of the new asset is treated as the final cash flow of the existing financial assets at the time of derecognition. This amount is included in the calculation of cash shortages from existing financial assets which are discounted from the date of derecognition to the reporting date using the initial effective interest rate of the existing financial assets.

Purchased or Originated Credit Impaired Financial Assets - POCI

Financial assets are catergorized as POCI if there is objective evidence of impairment at initial recognition. At initial recognition, no allowance for credit losses is recognized because the purchase price or value has included lifetime estimated credit losses. Furthermore, changes in lifetime credit losses, whether positive or negative, are recognized in the statement of profit or loss as part of the allowance for impairment losses.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

s. Identifikasi dan Pengukuran Kerugian Penurunan Nilai (lanjutan)

Penyajian Penyisihan Kerugian Kredit Ekspektasian dalam Laporan Posisi Keuangan

Penyisihan kerugian kredit ekspektasian disajikan dalam laporan posisi keuangan sebagai berikut:

i. Aset keuangan yang diukur pada biaya perolehan diamortisasi, penyisihan kerugian kredit ekspektasian disajikan sebagai pengurang dari jumlah tercatat bruto aset;
ii. Komitmen pinjaman dan kontrak jaminan keuangan, penyisihan kerugian kredit ekspektasian disajikan sebagai provisi;
iii. Instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain, penyisihan kerugian kredit ekspektasian tidak diakui dalam laporan posisi keuangan karena jumlah tercatat dari aset-aset ini adalah nilai wajarnya. Namun demikian penyisihan kerugian kredit ekspektasian diungkapkan dan diakui dalam penghasilan komprehensif lain.

Penerimaan Kembali atas Aset Keuangan yang Telah Dihapusbukukan

Ketika kredit yang diberikan tidak tertagih, kredit yang diberikan tersebut dihapusbuku dengan menjurnal balik cadangan kerugian penurunan nilai. Kredit yang diberikan tersebut dapat dihapus buku setelah semua prosedur yang diperlukan telah dilakukan dan jumlah kerugian telah ditentukan.

Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun berjalan dikreditkan dengan menyesuaikan akun cadangan kerugian penurunan nilai. Penerimaan kembali atas aset keuangan yang telah dihapusbukukan pada tahun sebelumnya dicatat sebagai pendapatan operasional selain pendapatan bunga.

2. Summary of Material Accounting Policies *(continued)*

s. Identification and Measurement of Impairment Losses *(continued)*

Presentation of Allowance for Expected Credit Losses in Statements of Financial Position

Allowance for expected credit losses is presented in the statement of financial positions as follows:

i. Financial assets measured at amortized cost, allowance for expected credit losses is presented as a deduction from the gross carrying amount of the asset;

ii. Loan commitments and financial guarantee contracts, allowance for expected credit losses is presented as a provision;
iii. Debt instruments measured at fair value through other comprehensive income, allowance for expected credit losses are not recognized in the statement of financial position because the carrying amounts of these assets are at their fair values. However, allowance for expected credit losses is disclosed and recognized in other comprehensive income.

Recoveries of Written-off Financial Assets

When a loan is uncollectible, it is written off against the related allowance for impairment loss. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined.

The recoveries of written-off financial assets in the current year are credited by adjusting the allowance for impairment losses accounts. Recoveries of written-off financial assets from previous years are recorded as operational income other than interest income.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

s. Identifikasi dan Pengukuran Kerugian Penurunan Nilai (lanjutan)

Aset non-keuangan

Nilai tercatat aset non-keuangan, selain aset pajak tangguhan, ditelaah pada setiap tanggal pelaporan untuk menentukan ada tidaknya indikasi penurunan nilai. Jika terdapat indikasi adanya penurunan nilai tersebut, maka nilai terpulihkan aset diestimasi. Kerugian penurunan nilai diakui jika nilai tercatat suatu aset melebihi estimasi nilai terpulihkannya. Nilai terpulihkan suatu aset adalah nilai yang terbesar antara nilai pakai aset dan nilai wajar dikurangi biaya penjualan. Dalam penentuan nilai pakai aset, estimasi arus kas masa depan didiskontokan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini atas nilai waktu dari uang dan risiko yang terkait dengan aset yang bersangkutan.

Untuk tujuan pengujian penurunan nilai, aset yang tidak dapat diuji secara individual dapat digabungkan ke dalam kelompok aset terkecil yang menghasilkan arus kas masuk dari penggunaan berkesinambungan yang sebagian besar independen dari arus kas masuk dari aset lainnya.

Kerugian penurunan nilai atas aset non-keuangan yang diakui pada periode sebelumnya ditelaah pada setiap tanggal pelaporan untuk menilai apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui sebelumnya telah menurun atau tidak ada lagi. Kerugian penurunan nilai dibalik jika terdapat perubahan estimasi yang digunakan untuk menentukan nilai terpulihkan. Jumlah kerugian penurunan nilai yang dibalik tidak boleh menyebabkan nilai aset melebihi nilai tercatat neto setelah penyusutan atau amortisasi, seandainya tidak ada kerugian penurunan nilai yang diakui.

t. Simpanan dari Nasabah dan Bank Lain

Simpanan pada awalnya diukur pada nilai wajar dikurangi biaya transaksi yang dapat diatribusikan secara langsung untuk perolehan simpanan, dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif.

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

2. Summary of Material Accounting Policies *(continued)*

s. Identification and Measurement of Impairment Losses *(continued)*

Non-financial assets

The carrying amount of the Bank's non-financial assets, other than deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognized if the carrying amount of an asset exceeds its estimated recoverable amount. The recoverable amount of an asset is the greater of its value in use and its fair value less cost to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pretax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets.

Impairment losses in respect of non-financial assets recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

t. Deposits from Customers and Other Banks

Deposits are initially measured at fair value less directly attributable transaction costs, and subsequently measured at amortized cost using the effective interest method.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

u. Efek-efek yang Diterbitkan

Efek-efek yang diterbitkan pada pengukuran awal disajikan sebesar nilai wajar ditambah dengan biaya transaksi (jika ada) yang dapat diatribusikan langsung dengan perolehan/ penerbitan efek-efek yang diterbitkan. Biaya transaksi kemudian diamortisasi dengan suku bunga efektif sampai dengan jatuh tempo dari efek-efek yang diterbitkan.

v. Liabilitas Imbalan Kerja

Liabilitas imbalan kerja dihitung sebesar nilai kini dari estimasi jumlah liabilitas imbalan kerja di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu. Perhitungan dilakukan oleh aktuaris independen dengan metode *projected-unit-credit*.

Keuntungan atau kerugian yang timbul dari pengukuran kembali aktuarial dari liabilitas imbalan pasti bersih diakui segera sebagai penghasilan komprehensif lain. Ketika manfaat atas program berubah atau ketika terjadi kurtailmen program, dampak perubahan atas manfaat sehubungan dengan jasa lalu atau keuntungan atau kerugian atas kurtailmen diakui segera dalam laba rugi.

w. Modal Saham

Saham diklasifikasikan sebagai ekuitas jika tidak terdapat kewajiban kontraktual untuk mentransfer kas atau aset keuangan lainnya.

x. Beban Emisi Saham

Beban emisi saham yang terjadi sehubungan dengan penawaran saham umum kepada masyarakat dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun "Tambahan Modal Disetor" sebagai bagian dari ekuitas pada laporan posisi keuangan.

y. Laba per Saham

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan rata-rata tertimbang jumlah saham yang beredar selama tahun berjalan.

2. Summary of Material Accounting Policies *(continued)*

u. Marketable Securities Issued

Marketable securities issued are initially measured at fair value plus directly attributable transaction costs (if any). Subsequently transaction costs are amortized using the effective interest rate up to the maturity of marketable securities. Marketable securities issued are classified as financial liabilities at amortized cost.

v. Obligation for Employment Benefits

The obligation for employment benefits is calculated at present value of estimated future benefits that the employees have earned in return for their services in the current and prior periods. The calculation is performed by an independent actuary using the projected-unit-credit method.

Gains or losses arising from actuarial remeasurements of the net defined benefit liability are recognized immediately in other comprehensive income. When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss.

w. Share Capital

Shares are classified as equity when there is no contractual obligation to transfer cash or other financial assets.

x. Share Issuance Costs

Shares issuance costs related to the public offering of shares are deducted from the proceeds and presented as a deduction in the "Additional Paid-in-Capital" account under equity section in the statement of financial position.

y. Earnings per Share

Basic earnings per share is computed by dividing income for the year by the weighted average number of outstanding shares during the year.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

z. Pendapatan dan Beban Bunga

Pendapatan dan beban bunga diakui dalam laba rugi menggunakan metode suku bunga efektif.

Pendapatan dan beban bunga yang disajikan di dalam laporan laba rugi dan penghasilan komprehensif lain meliputi:

- Bunga atas aset keuangan dan liabilitas keuangan yang dicatat pada biaya perolehan diamortisasi yang dihitung menggunakan metode suku bunga efektif; dan
- Bunga atas efek-efek yang tersedia untuk dijual yang dihitung menggunakan metode suku bunga efektif.

Pendapatan bunga atas aset keuangan yang mengalami penurunan nilai tetap diakui atas dasar suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam pengukuran kerugian penurunan nilai.

aa. Pendapatan dan Beban Provisi dan Komisi

Pendapatan dan beban provisi dan komisi yang merupakan bagian tak terpisahkan dari suku bunga efektif aset keuangan atau liabilitas keuangan dimasukkan ke dalam perhitungan suku bunga efektif.

Pendapatan provisi dan komisi yang diperoleh atas beragam jasa yang diberikan kepada nasabah umumnya diakui pada saat penyelesaian transaksi. Untuk jasa yang diberikan selama periode waktu tertentu atau periode risiko kredit yang diterima, provisi dan komisi diamortisasi selama periode waktu terkait.

ab. Pendapatan Transaksi Perdagangan - Neto

Pendapatan bersih instrumen yang diperdagangkan terdiri dari keuntungan dikurangi kerugian atas aset dan liabilitas derivatif yang dimiliki untuk diperdagangkan, dan termasuk perubahan nilai wajar yang sudah ataupun yang belum direalisasi dan selisih kurs.

2. Summary of Material Accounting Policies *(continued)*

z. Interest Income and Expenses

Interest income and expenses are recognized in profit or loss using the effective interest method.

Interest income and expenses presented in the statement of profit or loss and other comprehensive income include:

- *Interest on financial assets and liabilities at amortized cost calculated using the effective interest method; and*
- *Interest on available-for-sale securities calculated using the effective interest method.*

Interest on impaired financial assets continues to be recognized using the rate of interest used to discount the future cash flows for the purposes of measuring the impairment losses.

aa. Fees and Commission Income and Expenses

Fees and commission income and expenses that are integral to the effective interest rate on a financial asset or liability are included in the measurement of the effective interest rate.

Fees and commissions income earned from a range of services rendered to customers are normally recognized upon a completion of a transaction. For services provided over a period of time or credit risk undertaken, fees and commissions are amortized over the relevant period.

ab. Trading Income - Net

Net trading income comprises gains less losses on derivative assets and liabilities and includes all realized and unrealized fair value changes and foreign exchange differences.

2. Ikhtisar Kebijakan Akuntansi yang Material (lanjutan)

ac. Segmen Operasi

Segmen operasi adalah komponen dari entitas yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban, termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lainnya dari entitas, yang hasil operasinya dikaji ulang secara berkala oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya, dan tersedia informasi keuangan yang dapat dipisahkan.

Karena pada saat ini Direksi Bank hanya menelaah alokasi aset keuangan tertentu di antara nasabah ritel dan *wholesale*, tetapi tidak untuk hasil operasi lainnya serta informasi keuangan yang dapat dipisahkan juga tidak tersedia di Bank, maka manajemen berkeyakinan bahwa Bank pada saat ini dikelola sebagai segmen operasi tunggal.

ad. Standar Akuntansi yang Berlaku Efektif Tanggal 1 Januari 2025

Berikut amendemen dan penyesuaian atas standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan dini diperkenankan yaitu:

- Amendemen PSAK 221: "Pengaruh Perubahan Kurs Valuta Asing" tentang kekurangan ketertukaran.

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal

a. Risiko Kredit

Risiko Kredit adalah risiko akibat kegagalan pihak lawan dalam memenuhi kewajiban kepada Bank, termasuk risiko kredit akibat kegagalan debitur, risiko konsentrasi kredit, *counterparty credit risk*, dan *settlement risk*. Manajemen risiko kredit bertujuan untuk memastikan bahwa kredit diberikan berdasarkan prinsip pemberian kredit yang sehat.

2. Summary of Material Accounting Policies *(continued)*

ac. Operating Segment

An operating segment is a component of an entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the entity's other components, whose operating results are reviewed regularly by the chief operating decision maker to make decisions about resources allocated to the segment and assess its performance, and for which discrete financial information is available.

As the Bank's Board of Directors currently only reviews the allocation of certain financial assets amongst retail and wholesale customers, but not the other operating results and the discrete financial information is also currently unavailable within the Bank, therefore, the management believes that the Bank is being managed as a single operating segment.

ad. Accounting Standards Effective on January 1, 2025

The following are amendments and improvements to standards which effective for periods beginning on or after January 1, 2025, with early adoption is permitted, are as follows:

- *Amendment of PSAK 221: "Effect of Changes in Foreign Exchange Rates" regarding the lack of convertibility.*

3. Financial Risk Management and Capital Management Policies

a. Credit Risk

Credit Risk is the risk arising from the failure of counterparties to fulfill its obligations, including credit risk due to failure of the debtor, credit concentration risk, counterparty credit risk, and settlement risk. Credit risk management is to ensure that the credit is granted based on the principles of sound lending.

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Beberapa prinsip utama dalam manajemen risiko kredit yang ditetapkan Bank antara lain:

- Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas penerapan manajemen risiko kredit;
- Melakukan pemberdayaan unit-unit kerja independen untuk melakukan pengendalian internal atas unit-unit kerja yang terkait dengan proses pemberian kredit;
- Bank telah memiliki Prinsip-prinsip Dasar Risiko Kredit, yang berguna sebagai acuan dasar dalam menjalankan fungsi Manajemen Risiko Kredit yang tidak boleh dilanggar;
- Proses persetujuan kredit dilakukan secara sentralisasi di Kantor Pusat melalui pertemuan Komite Kredit;
- Melakukan identifikasi risiko yang melekat pada produk dan aktivitas baru;
- Melakukan pengawasan harian terhadap tunggakan kredit diatas 7 hari untuk mengantisipasi terjadinya kredit bermasalah, memonitor dan memberikan peringatan dini *(early warning)* atas potensi kerugian yang disebabkan penurunan kolektibilitas kredit;
- Melakukan perbaikan kualitas aset produktif, penyebaran risiko portofolio kredit dengan memastikan diversifikasi portofolio kredit di sektor-sektor industri maupun segmen pasar; dan
- Melakukan restrukturisasi dan penyelesaian agunan yang diambil alih.

Untuk mengendalikan dan memelihara eksposur risiko kredit pada tingkat minimal yang berasal dari kredit yang diberikan:

- Bank telah memiliki sistem deteksi dini permasalahan melalui *"early alert"* dan pemantauan yang ketat; dan
- Seluruh kredit yang diberikan dijamin dengan agunan, kecuali untuk jenis kredit tertentu seperti kredit korporasi berkualitas tinggi, kredit perorangan dan fasilitas antar bank.

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Some key principles in the management of credit risk applied by the Bank are as follows:

- *Board of Commissioners and Board of Directors are responsible for the effective implementation of credit risk management;*
- *Empower independent work units to perform internal control over the work units associated with the process of granting credit;*
- *The Bank has Credit Risk Principles, which is used as the basic reference in performing Credit Risk Management function which can not be violated;*
- *Loan approval process is done on a centralized basis at the Head Office through Credit Committee meeting;*
- *Identify the inherent risks in new products and activities;*
- *Conduct daily monitoring of credit arrears, above 7 days to anticipate the non-performing loans, monitor and provide early warning of potential losses due to a deterioration in loan collectability;*
- *Improve the quality of productive assets, credit portfolio risk distribution by ensuring diversified loan portfolio in industry sectors and market segments; and*
- *Conduct restructuring and resolution of foreclosed assets.*

To control and sustain minimal exposure of credit risk to the Bank resulting from its loans:

- *The Bank has early problem detection system through "early alert" and disciplined monitoring; and*
- *All loans are secured by collateral, except for certain loans such as high quality corporate loans, personal loans and interbank loans.*

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Untuk mengantisipasi adanya risiko kredit yang melekat pada kegiatan usaha debitur, Bank perlu menelaah kualitas kredit debitur baru dan debitur lama, serta menerapkan peraturan dan kebijakan Bank mengenai kriteria penerimaan kredit, yang mengatur persyaratan minimum yang diperlukan, yang mencakup aspek pemilik, manajemen, industri, kinerja keuangan, administrasi dan dokumentasi serta agunan.

Agar penerapan fungsi manajemen risiko kredit sejalan dengan *risk appetite* yang telah ditetapkan, Direksi membentuk Komite Kredit yang memiliki fungsi dan tanggung jawab sebagai berikut:

1. Memberikan persetujuan atau penolakan kredit sesuai dengan batas wewenang/jenis kredit yang ditetapkan oleh Direksi;
2. Melakukan koordinasi dengan Komite Aset dan Liabilitas (ALCO) dalam aspek ketersediaan pendanaan untuk pencairan kredit;
3. Memantau pelaksanaan kebijakan kredit;
4. Bertindak sebagai penasehat dalam hal perkreditan kepada pihak terkait;
5. Mengembangkan kebijakan kredit Bank; dan
6. Mengevaluasi/menilai kinerja dari unit bisnis dan unit penelaahan kredit.

Limit Risiko dan Kebijakan Mitigasi

Limit pemberian kredit ditelaah mengikuti Batas Maksimum Pemberian Kredit (BMPK) yang ditetapkan oleh Bank sesuai dengan peraturan regulator yang berlaku.

Bank menerapkan kebijakan untuk memitigasi risiko kredit dengan mengharuskan adanya agunan sebagai jaminan pelunasan kredit jika sumber pembayaran utama debitur melalui arus kas tidak terpenuhi.

Eksposur maksimum risiko kredit

Untuk aset keuangan yang diakui di laporan keuangan, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatatnya. Untuk bank garansi dan *irrevocable L/C* yang diterbitkan, eksposur maksimum terhadap risiko kredit adalah nilai yang harus dibayarkan oleh Bank jika kewajiban atas bank garansi dan *irrevocable L/C* yang diterbitkan terjadi.

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

To anticipate the inherent credit risk in debtors' business activities, the Bank needs to review the credit quality of new debtors and existing debtors, and implements the Bank's regulation and policy on credit acceptance criteria, which describes minimum requirements covering owner, management, industry, financial performance, administration and documentation and collateral aspects.

In order for the implementation of credit risk management function in line with the risk appetite set by the Bank, Board of Directors established Credit Committee which functions and responsibilities are as follows:

1. *Provide approval or rejection of credit in accordance with the authority/type of credit established by the Board of Directors;*
2. *To coordinate with Assets and Liabilities Committee (ALCO) in the aspect of funding availability for loan disbursement;*
3. *Monitor the implementation of the credit policy;*
4. *Acting as an advisor for credit to related parties;*
5. *Develop Bank's credit policy; and*
6. *Evaluate/assess the performance of business unit and credit review unit.*

Risk Limit and Mitigation Policies

Lending limits are reviewed in the light of Bank's Legal Lending Limit (LLL) set by Bank based on the applicable regulator's regulation.

The Bank implements policies to mitigate credit risk by requiring collateral to secure the repayment of loan if the main source of debtor's payment through cash flows is not fulfilled.

Maximum exposure to credit risk

For financial assets recognized in the financial statement, the maximum exposure to credit risk is equal to their carrying amount. For bank guarantees and irrevocable L/C issued, the maximum exposure to credit risk is the maximum amount that the Bank would have to pay if the obligations on the bank guarantees and irrevocable L/C issued are called upon.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Eksposur maksimum risiko kredit (lanjutan)

Tabel berikut menyajikan eksposur maksimum Bank terhadap risiko kredit untuk instrumen keuangan pada laporan posisi keuangan dan rekening administratif, tanpa memperhitungkan agunan yang dimiliki atau perlindungan kredit lainnya:

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Maximum exposure to credit risk *(continued)*

The following table presents the Bank's maximum exposure to credit risk of financial instruments in the statement of financial position and off-balance sheet accounts, without taking into account any collateral held or other credit enhancement:

	2025					
	Korporasi/ *Corporates*	**Pemerintah dan Bank Indonesia/ *Government and Bank Indonesia***	**Bank/ *Banks***	**Ritel/ *Retail***	***Total***	
Giro pada Bank Indonesia	-	364.492	-	-	364.492	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	-	17.504	-	17.504	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	-	1.241.384	-	-	1.241.384	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	156	-	434	-	590	*Derivative receivables*
Tagihan akseptasi	87.889	-	-	-	87.889	*Acceptance receivables*
Efek-efek yang dibeli dengan janji dijual kembali	-	10.872	-	-	10.872	*Securities purchased under agreements to resell*
Kredit yang diberikan	9.763.416	-	-	21.052	9.784.468	*Loans*
Efek-efek	-	1.481.150	-	-	1.481.150	*Securities*
Aset lain-lain*)	135.726	-	-	15	135.741	*Other Assets*)*
Komitmen dan kontinjensi dengan risiko kredit	133.880	-	-	-	133.880	*Commitments and contingencies with credit risk*
Total	**10.121.067**	**3.097.898**	**17.938**	**21.067**	**13.257.970**	***Total***
Persentase	76,34%	23,37%	0,13%	0,16%	100,00%	*Percentage*

	2024					
	Korporasi/ *Corporates*	**Pemerintah dan Bank Indonesia/ *Government and Bank Indonesia***	**Bank/ *Banks***	**Ritel/ *Retail***	***Total***	
Giro pada Bank Indonesia	-	410.213	-	-	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	-	38.818	-	38.818	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	-	1.014.401	321.900	-	1.336.301	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	190	-	3.079	-	3.269	*Derivative receivables*
Efek-efek yang dibeli dengan janji dijual Kembali	-	-	-	-	-	*Securities purchased under agreements to resell*
Kredit yang diberikan	8.393.119	-	-	61.447	8.454.566	*Loans*
Efek-efek	-	2.160.025	-	-	2.160.025	*Securities*
Aset lain-lain*)	87.687	-	9.246	3.884	100.817	*Other assets*)*
Total	**8.480.996**	**3.584.639**	**373.043**	**65.331**	**12.504.009**	***Total***
Persentase	67,83%	28,67%	2,98%	0,52%	100,00%	*Percentage*

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivables.*

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Eksposur maksimum risiko kredit (lanjutan)

Tabel di bawah ini menunjukkan *net maximum exposure* (setelah memperhitungkan agunan) atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2025 dan 2024:

	Eksposur maksimum/ *Maximum exposure*	Agunan/ *Collateral*	*Eksposur neto/ Net exposure*	
2025				***2025***
Efek-efek yang dibeli dengan janji dijual kembali	10.872	-	-	*Securities purchased under agreements to resell*

Untuk kredit yang diberikan, Bank menggunakan agunan untuk meminimalkan risiko kredit. Berdasarkan agunan, kredit Bank dapat dibedakan menjadi dua kelompok besar, yaitu:
a. *Secured loans;* dan
b. *Unsecured loans*.

Untuk *secured loans*, Bank menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit. Jenis dari agunan terdiri dari:

a. *Physical collateral*, antara lain tanah, bangunan, kapal, mesin-mesin, persediaan dan kendaraan bermotor;
b. *Financial collateral*, antara lain simpanan (tabungan, giro dan deposito berjangka), dan surat berharga; dan
c. Lainnya, antara lain seperti piutang dagang, garansi, garansi pemerintah dan lembaga penjamin.

Apabila terjadi *default* (gagal bayar), Bank akan menggunakan agunan tersebut sebagai pilihan terakhir untuk pemulihan kredit.

Untuk *unsecured loans*, Bank tidak menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit. Keputusan pemberian kredit berdasarkan pada riwayat kredit dari pemohon kredit, bukan dari jenis agunannya. Bank melakukan pemantauan pinjaman setelah pencarian kredit untuk mengetahui kualitas dari pinjaman dan/atau perubahan yang terjadi sehingga dapat segera mengantisipasi hal-hal yang mungkin dapat merugikan Bank.

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Maximum exposure to credit risk *(continued)*

The table below shows the net maximum exposure (after considering collateral) to credit risk of securities purchase under agreements to resell as of December 31, 2025 and 2024:

For the loans and receivables, Bank uses the collateral to minimize the credit risk. Based on collaterals, the Bank's loans are classified into two major category:

a. Secured loans; and
b. Unsecured loans.

For secured loans, Bank determined the type and value of collateral according to the loan scheme. Types of collateral are as follows:

a. Physical collateral, such as land, buildings, vessels, machines, inventories and vehicles;
b. Financial collateral, such as deposits (saving deposits, demand deposits and time deposits), and securities; and
c. Others, for instance account receivables, guarantees, government guarantees and guarantee institution.

At the time of default, Bank will use the collateral as the last resort in recovering its credit.

For the unsecured loan Bank does not determine the type and value of collateral according to the loan scheme. The credit decision is based on the borrower's creditworthiness, rather than by any type of collateral. Bank to perform the Loan Monitoring after loan disbursements to ensure the loan quality and/or condition changes to anticipate as early possible to the possibilities that may harm the Bank.

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Eksposur maksimum risiko kredit (lanjutan)

Tabel berikut menyajikan komposisi kredit yang diberikan (sebelum penyisihan kerugian penurunan nilai) yang mendapatkan manfaat dari agunan, baik sebagian maupun penuh, sebagai mitigasi dari risiko kredit:

	2025		2024		
	Rp	%	Rp	%	
Dijamin penuh dan sebagian	1.834.014	18,74	3.377.614	39,95	*Fully and partially secured*
Tidak memiliki jaminan	7.950.454	81,26	5.076.952	60,05	*Unsecured*
Total	**9.784.468**	**100,00**	**8.454.566**	**100,00**	***Total***

Penilaian jaminan dapat dilakukan oleh penilai eksternal dan/atau penilai internal. Untuk kredit dengan jumlah plafon debitur/grup debitur lebih dari Rp10.000, penilaiannya harus dilakukan oleh penilai eksternal/independen. Penilaian kembali jaminan dilakukan baik oleh penilai internal dan/atau eksternal setahun sekali untuk kredit yang *performing*. Untuk kredit yang *non-performing*, frekuensi penilaian kembali dilakukan lebih sering. Untuk kredit yang mengalami penurunan *grading*, maka penilaian kembali harus segera dilakukan. Pada umumnya, agunan tidak dimiliki atas penempatan pada Bank Indonesia dan bank lain dan efek-efek.

Proses penentuan peringkat kredit Bank membedakan eksposur untuk menentukan eksposur mana yang memiliki faktor risiko lebih besar dan tingkat kerugian potensial yang lebih tinggi. Peringkat kredit setiap debitur ditelaah secara berkala dan perubahannya diimplementasikan secepatnya. Peringkat kredit yang diterapkan atas setiap debitur juga mempertimbangkan kualitas kredit dari debitur tersebut yang telah ditentukan oleh bank-bank lain.

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Maximum exposure to credit risk *(continued)*

The following table presents the composition of loans receivable (before allowance for impairment losses) that benefit from such partial or full collateralization as credit risk mitigation:

Collateral assessment can be performed by external and/or internal appraiser. Loans with plafond above Rp10,000, should be assessed by external/independent appraiser. Re-assessment of collaterals is performed by internal and/or external appraiser every year for performing loan. For non-performing loan, the frequency of re-assessment could be conducted more often. In term of down graded loans, re-assessment should be conducted immediately. Collateral generally is not held over placements with Bank Indonesia and other banks and securities.

The Bank's credit rating determination processes differentiate exposures in order to highlight those with greater risk factors and higher potential severity of loss. The credit collectibility for each debtor is reviewed regularly and any amendments are implemented promptly. The credit collectibility applied for each debtor also considered credit quality of the respective debtor as determined by other banks.

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Eksposur maksimum risiko kredit (lanjutan)

Pembagian aset keuangan berdasarkan kualitas kreditnya disajikan di bawah ini:

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Maximum exposure to credit risk (continued)

Distribution of financial assets by their credit quality is summarised as below:

	2025					
	Belum jatuh tempo dan tidak mengalami penurunan nilai/*Neither past due nor impaired*	**Jatuh tempo tapi tidak mengalami penurunan nilai/*Past due but not impaired***	**Mengalami penurunan nilai/*Impaired***	**Cadangan kerugian penurunan nilai/*Allowance for Impairment losses***	***Total***	
Aset pada biaya perolehan diamortisasi						***Assets at amortized cost***
Giro pada Bank Indonesia	364.492	-	-	-	364.492	*Current accounts with Bank Indonesia*
Giro pada bank lain	17.504	-	-	(1)	17.503	*Current account with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.241.384	-	-	-	1.241.384	*Placement with Bank Indonesia and other banks*
Tagihan Akseptasi	87.889	-	-	(211)	87.678	*Acceptance Receivables*
Efek-efek yang dibeli dengan janji dijual Kembali	10.872	-	-	-	10.872	*Securities purchased under agreements to resell*
Kredit yang diberikan	9.151.030	414.220	219.218	(381.241)	9.403.227	*Loans*
Efek-efek	346.624	-	-	-	346.624	*Securities*
Aset lain-lain*)	135.741	-	-	-	135.741	*Other assets*)*
Nilai wajar melalui penghasilan komprehensif lain						***Fair value through other comprehensive income***
Efek-efek	1.134.526	-	-	-	1.134.526	*Securities*
Aset pada nilai wajar melalui laba rugi						***Assets at fair value through profit or loss***
Tagihan derivatif	590	-	-	-	590	*Derivative receivables*
	12.490.652	**414.220**	**219.218**	**(381.453)**	**12.742.637**	

	2024					
	Belum jatuh tempo dan tidak mengalami penurunan nilai/*Neither past due nor impaired*	**Jatuh tempo tapi tidak mengalami penurunan nilai/*Past due but not impaired***	**Mengalami penurunan nilai/*Impaired***	**Cadangan kerugian penurunan nilai/*Allowance for Impairment losses***	***Total***	
Aset pada biaya perolehan diamortisasi						***Assets at amortized cost***
Giro pada Bank Indonesia	410.213	-	-	-	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain	38.818	-	-	(7)	38.811	*Current account with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.336.301	-	-	-	1.336.301	*Placement with Bank Indonesia and other banks*
Kredit yang diberikan	7.559.382	629.786	265.398	(488.839)	7.965.727	*Loans*
Efek-efek	160.686	-	-	-	160.686	*Securities*
Aset lain-lain*)	100.817	-	-	-	100.817	*Other assets*)*
Nilai wajar melalui penghasilan komprehensif lain						***Fair valur through other comprehensive income***
Efek-efek	1.999.339	-	-	-	1.999.339	*Securities*
Aset pada nilai wajar melalui laba rugi						***Assets at fair value through profit or loss***
Tagihan derivatif	3.269	-	-	-	3.269	*Derivative receivables*
	11.608.825	**629.786**	**265.398**	**(488.846)**	**12.015.163**	

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivables.*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Eksposur maksimum risiko kredit (lanjutan)

Analisis umur kredit yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2025 dan 2024, sebagai berikut:

Maximum exposure to credit risk *(continued)*

The aging analysis of past due but not impaired loans as of December 31, 2025 and 2024, are as follows:

	2025				
	1 sampai dengan 30 hari/*1 up to 30 days*	**31 sampai dengan 60 hari/*31 up to 60 days***	**61 sampai dengan 90 hari/*61 up to 90 days***	***Total***	
Modal kerja	384.619	-	-	384.619	*Working capital*
Investasi	29.601	-	-	29.601	*Investment*
Total	**414.220**	**-**	**-**	**414.220**	***Total***
Cadangan kerugian penurunan nilai				(97.870)	*Allowance for impairment losses*
Neto				**316.350**	***Net***

	2024				
	1 sampai dengan 30 hari/*1 up to 30 days*	**31 sampai dengan 60 hari/*31 up to 60 days***	**61 sampai dengan 90 hari/*61 up to 90 days***	***Total***	
Modal kerja	414.380	-	169.109	583.489	*Working capital*
Investasi	43.336	-	-	43.336	*Investment*
Konsumen	1.047	981	933	2.961	*Consumer*
Total	**458.763**	**981**	**170.042**	**629.786**	***Total***
Cadangan kerugian penurunan nilai				(166.394)	*Allowance for impairment losses*
Neto				**463.392**	***Net***

Belum jatuh tempo dan tidak mengalami penurunan nilai

Eksposur menunjukkan laba yang tinggi atau stabil, modal dan likuiditas yang memadai, secara umum tercermin dengan pembayaran komitmen terhadap Bank secara tepat waktu. Sumber pembayaran dapat diidentifikasikan secara jelas.

Neither past due nor impaired

Exposures exhibit high or stable earnings, adequate capital and liquidity, as generally evidenced by prompt repayment of its commitment with the Bank. Source of payment can be clearly identifiable.

Jatuh tempo tetapi tidak mengalami penurunan nilai

Eksposur dimana telah terjadi tunggakan pembayaran pokok atau bunga kontraktual, tetapi Bank berkeyakinan bahwa penurunan nilai individual belum terjadi dengan mempertimbangkan agunan yang tersedia dan/atau tingkat tertagihnya jumlah yang masih terutang kepada Bank.

Past due but not impaired

Exposures, for which contractual interest or principal payments are past due, however the Bank believes that individual impairment has not occurred with consideration of the collateral pledged and/or the stage of collection of amounts owned.

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Mengalami penurunan nilai

Eksposur dengan peringkat kurang lancar, diragukan dan macet dimana Bank telah menentukan bahwa terdapat bukti objektif penurunan nilai dan Bank tidak mengharapkan untuk menerima kembali seluruh nilai pokok dan bunga tertunggak sesuai dengan persyaratan kontraktual dalam perjanjian.

Definisi kualitas kredit debitur dalam menentukan peringkat kredit sesuai dengan kualitas kredit yang diatur dalam peraturan OJK yang berlaku, sebagai berikut:

- Lancar: eksposur menunjukkan laba yang tinggi atau stabil, modal dan likuiditas yang memadai, secara umum tercermin dari pembayaran komitmen terhadap Bank dan kreditur lainnya secara tepat waktu. Sumber pembayaran dapat diidentifikasikan secara jelas dan Bank tidak bergantung pada jaminan untuk penyelesaian komitmen debitur di masa datang.
- Dalam perhatian khusus: eksposur memerlukan tingkat pemantauan yang bervariasi dan risiko wanprestasi menjadi perhatian.
- Kurang lancar: eksposur dimana nasabah dalam tahap keterlambatan pembayaran dan telah gagal untuk melakukan pembayaran kewajiban yang lewat jatuh tempo 91 hari sampai dengan 120 hari, sesuai dengan persyaratan kontraktual dalam perjanjian kredit.
- Diragukan: eksposur dimana nasabah dalam tahap keterlambatan pembayaran dan telah gagal untuk melakukan pembayaran kewajiban yang lewat jatuh tempo 121 hari sampai dengan 180 hari, sesuai dengan persyaratan kontraktual dalam perjanjian kredit.
- Macet: eksposur dimana nasabah dalam tahap keterlambatan pembayaran dan telah gagal untuk melakukan pembayaran kewajiban yang lewat jatuh tempo lebih dari 180 hari, sesuai dengan persyaratan kontraktual dalam perjanjian kredit.

***3. Financial Risk Management and Capital Management Policies** (continued)*

***a. Credit Risk** (continued)*

Impaired

Exposures with substandard, doubtful and loss grading for which the Bank determines that there is objective evidence of impairment and it does not expect to collect all principal and interest due according to the contractual terms of the agreement.

The definition of the debtor's credit quality in determining credit rating is in accordance with credit quality stipulated in the prevailing OJK regulations, as follows:

- *Current: exposures exhibit high or stable earnings, adequate capital and liquidity, as generally evidenced by prompt repayment of its commitment with the Bank and other creditors. Source of payment can be clearly identifiable and the Bank does not rely on collateral for settlement of the debtor's future commitments.*
- *Special mention: exposures require varying degrees of special attention and default risk is of concern.*
- *Substandard: exposures which the debtor is in the stages of delinquency and has failed to make a payment on overdue accounts for 91 days up to 120 days, in accordance with the contractual terms of the loan agreement.*
- *Doubtful: exposures which the debtor is in the stages of delinquency and has failed to make a payment on overdue accounts for 121 days up to 180 days, in accordance with the contractual terms of the loan agreement.*
- *Loss: exposures which the debtor is in the stages of delinquency and has failed to make a payment on overdue accounts for more than 180 days, in accordance with the contractual terms of the loan agreement.*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Mengalami penurunan nilai (lanjutan)

Analisa konsentrasi risiko kredit

Konsentrasi risiko kredit timbul ketika sejumlah nasabah menjalankan kegiatan usaha yang sejenis atau menjalankan kegiatan usaha dalam wilayah geografis yang sama, atau ketika nasabah memiliki karakteristik yang sejenis yang akan menyebabkan kemampuan mereka untuk memenuhi kewajiban kontraktualnya secara serupa dipengaruhi oleh perubahan kondisi ekonomi atau kondisi lainnya.

Konsentrasi risiko kredit berdasarkan jenis debitur:

***3. Financial Risk Management and Capital Management Policies** (continued)*

***a. Credit Risk** (continued)*

***Impaired** (continued)*

Concentration of credit risk analysis

Concentrations of credit risk arise when a number of customers are engaged in similar business activities or activities within the same geographic region, or when they have similar characteristics that would cause their ability to meet contractual obligations to be similarly affected by changes in economic or other conditions.

Concentration of credit risk by type of debtors:

	2025					
	Korporasi/ *Corporate*	**Pemerintah dan Bank Indonesia/ *Government and Bank Indonesia***	**Bank/ *Banks***	**Ritel/ *Retail***	**Total**	
Giro pada Bank Indonesia	-	364.492	-	-	364.492	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	-	17.504	-	17.504	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	-	1.241.384	-	-	1.241.384	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	156	-	434	-	590	*Derivative receivables*
Tagihan akseptasi	87.889	-	-	-	87.889	*Acceptance receivables*
Efek-efek yang dibeli dengan janji dijual kembali	-	10.872	-	-	10.872	*Securities purchased under agreements to resell*
Kredit yang diberikan	9.763.416	-	-	21.052	9.784.468	*Loans*
Efek-efek	-	1.481.150	-	-	1.481.150	*Securities*
Aset lain-lain*)	135.726	-	-	15	135.741	*Other assets*)*
Komitmen dan kontinjensi dengan risiko kredit	133.880	-	-	-	133.880	*Commitments and contingencies with credit risk*
Total	**10.121.067**	**3.097.898**	**17.938**	**21.067**	**13.257.970**	***Total***
Persentase	76,34%	23,37%	0,13%	0,16%	100,00%	*Percentage*

	2024					
	Korporasi/ *Corporate*	**Pemerintah dan Bank Indonesia/ *Government and Bank Indonesia***	**Bank/ *Banks***	**Ritel/ *Retail***	**Total**	
Giro pada Bank Indonesia	-	410.213	-	-	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain	-	-	38.818	-	38.818	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	-	1.014.401	321.900	-	1.336.301	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	190	-	3.079	-	3.269	*Derivative receivables*
Efek-efek yang dibeli dengan janji dijual kembali	-	-	-	-	-	*Securities purchased under agreements to resell*
Kredit yang diberikan	8.393.119	-	-	61.447	8.454.566	*Loans*
Efek-efek	-	2.160.025	-	-	2.160.025	*Securities*
Aset lain-lain*)	87.687	-	9.246	3.884	100.817	*Other assets*)*
Komitmen dan kontinjensi dengan risiko kredit	-	-	-	-	-	*Commitments and contingencies with credit risk*
Total	**8.480.996**	**3.584.639**	**373.043**	**65.331**	**12.504.009**	***Total***
Persentase	67,83%	28,67%	2,98%	0,52%	100,00%	*Percentage*

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivable*

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Mengalami penurunan nilai (lanjutan)

Analisa konsentrasi risiko kredit (lanjutan)

Konsentrasi risiko kredit dari kredit yang diberikan berdasarkan jenis kredit, valuta dan sektor ekonomi diungkapkan pada Catatan 12.

Stress Testing

Stress Testing adalah metode pengukuran risiko dengan memperkirakan potensi kerugian ekonomi Bank berdasarkan kondisi pasar abnormal untuk memastikan sensitivitas kinerja Bank terhadap perubahan faktor risiko dan mengidentifikasi faktor yang mempengaruhi dan berdampak pada pendapatan dan modal Bank secara signifikan.

Dalam menghadapi kondisi fluktuasi nilai tukar rupiah terhadap Dolar Amerika Serikat, Bank telah melakukan *stress test* terhadap nasabah *wholesale* yang memiliki eksposur kredit valas dengan melakukan beberapa skenario kurs.

Informasi *Forward Looking*

Bank menggunakan model statistik untuk memasukkan variabel makroekonomi (*macroeconomic variables*/MEV) ke dalam perhitungan tingkat default historis. Pendekatan ini memastikan bahwa estimasi risiko kredit tidak hanya mencerminkan kondisi masa lalu, tetapi juga mempertimbangkan proyeksi kondisi ekonomi di masa depan.

Dalam penerapannya, Bank mengembangkan serangkaian skenario ekonomi, misalnya skenario dasar (*baseline*), optimis, dan pesimis, yang mencakup indikator seperti pertumbuhan PDB, inflasi, tingkat pengangguran, nilai tukar, suku bunga, maupun harga komoditas. Setiap skenario diberi bobot probabilitas yang mencerminkan pandangan manajemen terhadap kondisi ekonomi terkini dan prospeksi ke depan.

Metodologi dan asumsi forward-looking tersebut dievaluasi serta ditinjau secara berkala, untuk memastikan bahwa model tetap relevan, akurat, dan responsif terhadap perubahan dinamika ekonomi. Proses peninjauan melibatkan pembaruan data MEV, evaluasi kinerja model, kalibrasi berkelanjutan, serta pengawasan oleh fungsi manajemen risiko dan tata kelola internal.

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Impaired *(continued)*

Concentration of credit risk analysis (continued)

Concentration of credit risk of loans by type of loans, currency and economic sector is disclosed in Note 12.

Stress Testing

Stress Testing is a method of risk measurement by estimating the potential economic loss to the Bank under abnormal market conditions in order to ascertain the sensitivity of the Bank's performances to changes in risk factors and to identify influencing factors that significantly impact the Bank's revenue and capital.

In facing with the fluctuation of rupiah exchange rate to United States Dollar, Bank has conducted stress test to wholesale customers who have foreign currency credit exposure by conducting several exchange rate scenarios.

Forward Looking Information

Bank employs statistical models to incorporate macroeconomic variables (MEVs) into its historical default rate calculations. This approach ensures that credit risk estimates reflect not only past performance but also anticipated future economic conditions.

In practice, Bank develops a set of macroeconomic scenarios such as baseline, optimistic, and pessimistic covering indicators including GDP growth, inflation, unemployment rates, exchange rates, interest rates, and commodity prices. Each scenario is assigned a probability weight that reflects management's current outlook and forward-looking expectations regarding the economic environment.

The methodologies and assumptions underlying these forward-looking inputs are subject to regular review to ensure ongoing relevance, accuracy, and responsiveness to changes in economic dynamics. This review process includes updates to MEV data, model performance evaluation, periodic recalibration, and oversight by risk management and internal governance functions.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

a. Risiko Kredit (lanjutan)

Pengukuran Kerugian Kredit Ekspektasian (lanjutan)

Input utama ke dalam pengukuran kerugian kredit ekspektasian (KKE) adalah variabel-variabel berikut:
1) *probability of default* (PD);
2) *loss given default* (LGD); dan
3) *exposure at default* (EAD).

Parameter ini umumnya berasal dari model statistik yang dikembangkan secara internal dan data historis lainnya. Parameter tersebut disesuaikan untuk mencerminkan informasi *forward-looking* seperti yang dijelaskan di atas.

Perkiraan PD adalah perkiraan pada tanggal tertentu, yang dihitung berdasarkan model peringkat statistik mengenai besarnya peluang/kemungkinan akan terjadi gagal bayar dalam rentang waktu tertentu. Model statistik ini utamanya didasarkan pada data yang dikompilasi secara internal yang terdiri dari faktor kuantitatif dan kualitatif dan dilengkapi dengan data penilaian kredit eksternal jika tersedia.

LGD adalah besarnya kemungkinan kerugian jika terjadi gagal bayar. Bank memperkirakan parameter LGD berdasarkan LGD yang dilakukan *benchmark* secara internal. Model LGD mempertimbangkan nilai jaminan yang diperkirakan dan biaya pemulihan dari setiap jaminan yang merupakan bagian integral dari aset keuangan.

EAD mewakili eksposur ekpektasian jika terjadi gagal bayar. Bank memperoleh EAD dari eksposur saat ini terhadap pihak lawan dan potensi perubahan pada nilai saat ini yang diizinkan berdasarkan kontrak termasuk amortisasi. EAD dari aset keuangan adalah nilai tercatat bruto. Untuk komitmen kredit dan *financial guarantees*, EAD mencakup jumlah yang ditarik, serta jumlah potensial yang dapat ditarik di masa depan berdasarkan kontrak, yang diperkirakan berdasarkan pengamatan historis dan perkiraan *forward-looking*.

Perhitungan cadangan kerugian penurunan nilai akan dihitung sesuai dengan tingkat risiko (*staging*) masing-masing, yaitu dengan 12 bulan kedepan untuk *stage* 1 (*performing*), serta selama umur tagihan (*lifetime*) untuk *stage* 2 (*under performing*) dan *stage* 3 (*non-performing*).

3. Financial Risk Management and Capital Management Policies *(continued)*

a. Credit Risk *(continued)*

Measurement of Credit Loss (ECL) *(continued)*

The key inputs into the measurement of Expected Credit Loss (ECL) are the term structure of the following variables:
1) probability of default (PD);
2) loss given default (LGD); and
3) exposure at default (EAD).

These parameters are generally derived from internally developed statistical models and other historical data. They are adjusted to reflect forward-looking information as described above.

PD estimates are estimates at a certain date, which are calculated based on statistical rating models regarding the probability/likelihood that a default will occur within a certain time frame. These statistical models are primarily based on internally compiled data comprising both quantitative and qualitative factors and are supplemented by external credit assessment data where available.

LGD is the magnitude of the likely loss if there is a default. The Bank estimates LGD parameters based on the the internally benchmark LGD. The LGD models consider the forecasted collateral value and recovery costs of any collateral that is integral to the financial asset.

EAD represents the expected exposure in the event of a default. The Bank derives the EAD from the current exposure to the counterparty and potential changes to the current amount allowed under the contract including amortisation. The EAD of a financial asset is its gross carrying amount. For lending commitments and financial guarantees, the EAD includes the amount drawn, as well as potential future amounts that may be drawn under the contract, which are estimated based on historical observations and forward-looking forecasts.

The expected credit loss (ECL) will be calculated according to the respective level of risk (staging), 12 months ECL for stage 1 (performing), and lifetime ECL for stage 2 (under performing) and stage 3 (non-performing).

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

b. Risiko Pasar (lanjutan)

Risiko tingkat suku bunga

Kegiatan usaha Bank dipengaruhi oleh risiko fluktuasi suku bunga terhadap aset berbunga dan liabilitas berbunga (bukan untuk tujuan diperdagangkan) yang memiliki jatuh tempo pada saat yang berbeda-beda atau dalam jumlah yang beragam.

Tabel di bawah ini menyajikan aset berbunga dan liabilitas berbunga (bukan untuk tujuan diperdagangkan) Bank pada nilai tercatat, yang dikategorikan menurut sisa jangka waktu sampai dengan tanggal jatuh tempo kontraktual:

3. Financial Risk Management and Capital Management Policies *(continued)*

b. Market Risk *(continued)*

Interest rate risk

The Bank's operations are subject to the risk of interest rate fluctuations to the extent that interest-earning assets and interest-bearing liabilities (not for trading purpose) mature at different times or in different amounts.

The table below summarizes the Bank's interest-earning assets and interest-bearing liabilities (not for trading purpose) at carrying amounts, categorized by remaining period to contractual maturity dates:

	2025									
		Suku bunga mengambang/ *Floating interest rate*				Suku bunga tetap/ *Fixed interest rate*				
	Nilai tercatat/ Carrying *amount*	< 3 bulan/ *months*	>3 - 12 bulan/ *months*	>1 - 2 tahun/ *years*	> 2 tahun/ *years*	< 3 bulan/ *months*	>3 - 12 bulan/ *months*	>1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Penempatan pada Bank Indonesia dan bank lain	1.241.384	-	-	-	-	1.241.384				*Placements with Bank Indonesia and other Banks*
Efek-efek yang dibeli dengan janji dijual kembali	10.872	-	-	-	-	10.872	-	-	-	*Securities purchased under agreements to resell*
Kredit yang diberikan - neto	9.403.227	601.065	4.089.805	1.166.914	1.758.886	46.647	24.886	103.566	1.611.458	*Loans - net*
Efek-efek - neto	1.481.150	-	-	-	341.234	881.625	258.291	-	-	*Securities - net*
	12.136.633	601.065	4.089.805	1.166.914	2.100.120	2.180.528	283.177	103.566	1.611.458	
Simpanan dari nasabah	8.138.008	1.403.563	-	-	-	6.473.808	260.637	-	-	*Deposits from customers*
Simpanan dari bank lain	3.351	-	-	-	-	3.351	-	-	-	*Deposits from other banks*
	8.141.359	1.403.563	-	-	-	6.477.159	260.637	-	-	
Neto	**3.995.274**	**(802.498)**	**4.089.805**	**1.166.914**	**2.100.120**	**(4.296.631)**	**22.540**	**103.566**	**1.611.458**	***Net***

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

b. Risiko Pasar

Risiko pasar adalah risiko yang timbul dari pergerakan variabel pasar dalam portofolio yang dimiliki oleh Bank yang dapat menimbulkan kerugian bagi Bank *(adverse movements)*. Variabel pasar didefinisikan sebagai suku bunga dan nilai tukar termasuk derivatif dari kedua jenis risiko ini. Tujuan dari manajemen risiko pasar adalah untuk mengelola dan mengendalikan eksposur risiko pasar dalam parameter yang dapat diterima, dan secara bersamaan mengoptimalkan hasil pengembalian atas risiko yang diterima.

ALCO Bank yang beranggotakan Direksi dan beberapa anggota manajemen senior bertanggungjawab untuk menetapkan kebijakan dan strategi pengelolaan risiko tingkat suku bunga di *banking book*, serta mengawasi penerapan dalam pelaksanaannya. Tujuan utama ALCO adalah untuk mengoptimalkan hasil usaha Bank dengan tetap memperhatikan limit risiko yang telah ditetapkan.

3. Financial Risk Management and Capital Management Policies *(continued)*

b. Market Risk

Market Risk is the risk arising from movement in market variables in portfolios held by the Bank that could incur losses for the Bank (adverse movements). Market variables are defined as interest rates and exchange rates including derivatives of these two type of risks. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk.

The Bank's ALCO, which consists of the Board of Directors and selected members of senior management, is responsible for determining interest rate risk management policies and strategies in banking book and monitoring its implementation and execution. The main objective of ALCO is to optimize the Bank's return within predetermined risk limits.

3. **Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal** (lanjutan)

b. **Risiko Pasar** (lanjutan)

Risiko tingkat suku bunga (lanjutan)

Tabel di bawah ini menyajikan aset berbunga dan liabilitas berbunga (bukan untuk tujuan diperdagangkan) Bank pada nilai tercatat, yang dikategorikan menurut sisa jangka waktu sampai dengan tanggal jatuh tempo kontraktual: (lanjutan)

	2024				
		Suku bunga mengambang/ *Floating interest rate*			
	Nilai tercatat/ *Carrying amount*	< 3 bulan/ *months*	>3 - 12 bulan/ *months*	>1 - 2 tahun/ *years*	> 2 tahun/ *years*
Penempatan pada Bank Indonesia dan bank lain	1.336.301	-	-	-	-
Kredit yang diberikan - neto	7.965.727	765.798	4.537.039	99.517	592.513
Efek-efek - neto	2.160.025	-	139.919	-	-
	11.462.053	765.798	4.676.958	99.517	592.513
Simpanan dari nasabah	7.341.878	1.993.696	-	-	-
Simpanan dari bank lain	322.491	-	-	-	-
Efek-efek yang dijual dengan janji dibeli kembali	95.873	-	-	-	-
	7.760.242	1.993.696	-	-	-
Neto	**3.701.811**	**(1.227.898)**	**4.676.958**	**99.517**	**592.513**

3. **Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal** (lanjutan)

b. **Risiko Pasar** (lanjutan)

Risiko tingkat suku bunga (lanjutan)

Secara keseluruhan, Bank memiliki aset yang sebagian besar suku bunganya dapat disesuaikan sewaktu-waktu. Kondisi ini menyebabkan risiko suku bunga dalam banking book relatif rendah karena aset dapat dilakukan penyesuaian lebih dulu dibandingkan kewajiban.

Tabel di bawah ini mengikhtisarkan kisaran suku bunga kontraktual dan suku bunga efektif rata-rata tertimbang setahun pada tanggal 31 Desember 2025 dan 2024 untuk masing-masing instrumen keuangan:

	2025		2024	
	Suku bunga kontraktual/ *Contractual interest rates*	Rata-rata suku bunga efektif/ *Average effective interest rates*	Suku bunga kontraktual/ *Contractual interest rates*	Rata-rata suku bunga efektif/ *Average effective interest rates*
Aset				
Rupiah:				
Penempatan pada Bank Indonesia dan bank lain	3,75% - 4,35%	2,98%	5,25%	2,38%
Efek-efek yang dibeli dengan janji dijual kembali	3,75% - 4,35%	10,35%	-	7,61%
Kredit yang diberikan	5,00% - 32,12%	6,58%	1,10% - 35,40%	7,27%
Efek-efek				
Obligasi pemerintah	6,29%	4,88%	6,04%	7,06%
Sekuritas Rupiah Bank Indonesia	6,69% - 7,38%	7,13%	6,80% - 7,38%	6,71%
Wesel SKBDN	7,00%	-	4,79%	-
Valuta asing:				
Penempatan pada Bank Indonesia dan bank lain	4,06% - 4,07%	0,00%	4,53%	5,11%
Kredit yang diberikan	2,54% - 8,02%	0,00%	2,54% - 7,66%	6,66%
Efek-efek				
Sekuritas Valas Bank Indonesia	5,08% - 5,45%	0,00%	4,95%	4,65%
Liabilitas				
Rupiah:				
Simpanan dari nasabah				
Giro	0,00% - 5,25%	0,00%	0,00% - 5,25%	1,32%
Tabungan	0,00% - 4,00%	0,00%	0,00% - 5,50%	1,55%
Deposito berjangka dan deposito *on call*	2,00% - 6,25%	0,00%	0,50% - 7,00%	4,72%
Simpanan dari bank lain				
Giro	0,00%	0,00%	0,00%	0,00%
Interbank call money	-	-	-	8,82%
Efek-efek yang dijual dengan janji dibeli kembali	6.25%	0,00%	6,25%	4,86%
Pinjaman yang diterima			-	-
Valuta asing:				
Simpanan dari nasabah				
Giro	0,00% - 4,80%	0,00%	0,00% - 5,35%	1,03%
Deposito berjangka dan deposito *on call*	0,50% - 6,10%	0,00%	0,00% - 6,15%	5,24%
Simpanan dari bank lain				
Giro	0,00%	0,00%	0,00%	0,01%
Interbank call money	-	0,00%	4,80%	2,49%

3. ***Financial Risk Management and Capital Management Policies*** *(continued)*

b. ***Market Risk*** *(continued)*

Interest rate risk *(continued)*

In general, the Bank have interest-earning assets that mostly can be adjusted anytime. Therefore, interest rate risk in the banking book is relatively low as the asset can be repriced a head from liabilities.

The tables below summarize the range of contractual interest rates and weighted average effective interest rates per annum as of December 31, 2025 and 2024 for each financial instrument:

	2025		2024		
	Suku bunga kontraktual/ *Contractual interest rates*	Rata-rata suku bunga efektif/ *Average effective interest rates*	Suku bunga kontraktual/ *Contractual interest rates*	Rata-rata suku bunga efektif/ *Average effective interest rates*	
Aset					***Assets***
Rupiah:					*Rupiah:*
Penempatan pada Bank Indonesia dan bank lain	3,75% - 4,35%	2,98%	5,25%	2,38%	*Placements with Bank Indonesia and other banks*
Efek-efek yang dibeli dengan janji dijual kembali	3,75% - 4,35%	10,35%	-	7,61%	*Securities purchased under agreements to resell*
Kredit yang diberikan	5,00% - 32,12%	6,58%	1,10% - 35,40%	7,27%	*Loans*
Efek-efek					*Securities*
Obligasi pemerintah	6,29%	4,88%	6,04%	7,06%	*Government bonds*
Sekuritas Rupiah Bank Indonesia	6,69% - 7,38%	7,13%	6,80% - 7,38%	6,71%	*Bank Indonesia Rupiah Securities*
Wesel SKBDN	7,00%	-	4,79%	-	*Wesel SKBDN*
Valuta asing:					*Foreign currencies:*
Penempatan pada Bank Indonesia dan bank lain	4,06% - 4,07%	0,00%	4,53%	5,11%	*Placements with Bank Indonesia and other banks*
Kredit yang diberikan	2,54% - 8,02%	0,00%	2,54% - 7,66%	6,66%	*Loans*
Efek-efek					*Securities*
Sekuritas Valas Bank Indonesia	5,08% - 5,45%	0,00%	4,95%	4,65%	*Bank Indonesia Foreign Securities*
Liabilitas					***Liabilities***
Rupiah:					*Rupiah:*
Simpanan dari nasabah					*Deposits from customers*
Giro	0,00% - 5,25%	0,00%	0,00% - 5,25%	1,32%	*Demand deposits*
Tabungan	0,00% - 4,00%	0,00%	0,00% - 5,50%	1,55%	*Saving deposits*
Deposito berjangka dan deposito *on call*	2,00% - 6,25%	0,00%	0,50% - 7,00%	4,72%	*Time deposits and on all deposits*
Simpanan dari bank lain					*Deposits from other banks*
Giro	0,00%	0,00%	0,00%	0,00%	*Demand deposits*
Interbank call money	-	-	-	8,82%	*Interbank call money*
Efek-efek yang dijual dengan janji dibeli kembali	6.25%	0,00%	6,25%	4,86%	*Securities sold under repurchase agreements*
Pinjaman yang diterima			-	-	*Borrowings*
Valuta asing:					*Foreign currencies:*
Simpanan dari nasabah					*Deposits from customers*
Giro	0,00% - 4,80%	0,00%	0,00% - 5,35%	1,03%	*Demand deposits*
Deposito berjangka dan deposito *on call*	0,50% - 6,10%	0,00%	0,00% - 6,15%	5,24%	*Time deposits and on call deposits*
Simpanan dari bank lain					*Deposits from other banks*
Giro	0,00%	0,00%	0,00%	0,01%	*Demand deposits*
Interbank call money	-	0,00%	4,80%	2,49%	*Interbank call money*

3. ***Financial Risk Management and Capital Management Policies*** *(continued)*

b. ***Market Risk*** *(continued)*

Interest rate risk *(continued)*

The table below summarizes the Bank's interest-earning assets and interest-bearing liabilities (not for trading purpose) at carrying amounts, categorized by remaining period to contractual maturity dates: (continued)

	2024					
		Suku bunga tetap/ *Fixed interest rate*				
	Nilai tercatat/ *Carrying amount*	< 3 bulan/ *months*	>3 - 12 bulan/ *months*	>1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Penempatan pada Bank Indonesia dan bank lain	1.336.301	1.014.401	321.900	-	-	*Placements with Bank Indonesia and other banks*
Kredit yang diberikan - neto	7.965.727	1.105	177.444	216.150	1.576.161	*Loans - net*
Efek-efek - neto	2.160.025	1.031.818	988.288	-	-	*Securities - net*
	11.462.053	2.047.324	1.487.632	216.150	1.576.161	
Simpanan dari nasabah	7.341.878	5.052.033	296.149	-	-	*Deposits from customers*
Simpanan dari bank lain	322.491	322.491	-	-	-	*Deposits from other banks*
Efek-efek yang dijual dengan janji dibeli kembali	95.873	95.873	-	-	-	*Securities sold under repurchase agreements*
	7.760.242	5.470.397	296.149	-	-	
Neto	**3.701.811**	**(3.423.073)**	**1.191.483**	**216.150**	**1.576.161**	***Net***

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

b. Risiko Pasar (lanjutan)

Risiko tingkat suku bunga (lanjutan)

Analisa sensitivitas atas risiko tingkat suku bunga

Pengelolaan risiko tingkat suku bunga dilengkapi dengan pemantauan atas sensitivitas terhadap aset dan liabilitas keuangan Bank yang memiliki tingkat suku bunga mengambang dan tetap terhadap berbagai skenario suku bunga. Skenario standar yang dipertimbangkan secara triwulanan meliputi penurunan atau kenaikan *yield curve* secara paralel sebesar 100 basis poin (bp). Analisa sensitivitas Bank atas kenaikan atau penurunan tingkat suku bunga pasar, dengan asumsi tidak terdapat perubahan asimetris pada kurva imbal hasil dan posisi keuangan yang konstan, adalah sebagai berikut (tidak diaudit):

	100 bp kenaikan/*increase*	100 bp penurunan/*decrease*	
Kenaikan (penurunan) pada bunga - neto			*Increase (decrease) in net interest*
Tahun yang berakhir pada tanggal 31 Desember 2025	43.649	(43.649)	*For the year ended December 31, 2025*
Tahun yang berakhir pada tanggal 31 Desember 2024	41.987	(41.987)	*For the year ended December 31, 2024*

c. Risiko Likuiditas

Pengelolaan likuiditas Bank ditekankan pada penyesuaian arus kas masuk dan keluar. Kesenjangan arus kas diantisipasi melalui pemeliharaan cadangan likuiditas primer yang memadai sesuai dengan perkiraan arus kas dan struktur liabilitas yang ada. Pemeliharaan cadangan likuiditas primer meliputi pemeliharaan cadangan wajib pada tingkat yang optimal yang ditetapkan OJK serta pemeliharaan efek-efek berjangka pendek yang sangat likuid seperti Sertifikat Bank Indonesia dan instrumen operasi moneter Bank Indonesia lainnya. Bank juga memelihara cadangan likuiditas sekunder yang terdiri dari penempatan dana jangka pendek di Bank Indonesia serta efek-efek berjangka panjang yang likuid seperti obligasi pemerintah. Pengelolaan likuiditas juga dilakukan melalui pengelolaan struktur sumber dana dengan menerapkan limit konsentrasi deposan dan berusaha mengurangi ketergantungannya pada dana mahal seperti deposito berjangka dan menggantinya dengan sumber dana murah seperti giro dan tabungan.

3. *Financial Risk Management and Capital Management Policies* *(continued)*

b. Market Risk *(continued)*

Interest rate risk *(continued)*

Sensitivity analysis on interest rate

The management of interest rate risk is supplemented by monitoring the sensitivity of the Bank's financial assets and liabilities which have floating and fixed interest rate to various interest rate scenarios. Standard scenarios that are considered on a quarterly basis include a 100 basis point (bp) parallel fall or rise in all yield curves. An analysis of the Bank's sensitivity to increase or decrease in market interest rates, assuming no asymmetrical movement in yield curves and a constant financial position, is as follows (unaudited):

c. Liquidity Risk

The focus of the Bank's liquidity management is to match the cash inflows and cash outflows. The gap between cash flows will be anticipated with the proper maintenance of primary liquidity reserve in accordance with proforma cash flows and existing liabilities structure. Maintenance of primary liquidity reserve consists of maintenance of reserve requirement that should be in optimal level based on OJK regulation and short-term highly liquid securities, such as Certificates of Bank Indonesia and other Bank Indonesia monetary operation instruments. The Bank also maintains secondary liquidity reserve, which consists of short-term placements with Bank Indonesia and liquid long-term securities such as government bonds. Liquidity management is also conducted through financial resources structure, such as by applying the depositor concentration limit and trying to reduce the dependence on high cost fund such as time deposits and replace it with lower cost fund such as demand deposits and saving deposits.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

c. Risiko Likuiditas (lanjutan)

Bank juga senantiasa memelihara kemampuannya untuk memiliki akses ke pasar uang dengan selalu memelihara hubungan dengan bank-bank koresponden. Bank juga secara berkala memonitor seluruh keadaan di atas dan mengambil tindakan agar terdapat diversifikasi pendanaan.

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan pada arus kas yang tidak didiskontokan pada tanggal 31 Desember 2025 dan 2024:

	2025					
	Nilai tercatat/ *Carrying amount*	Nilai nominal bruto arus kas masuk (keluar)/*Gross nominal inflow (outflow)*	Kurang dari 1 bulan/*Less than 1 month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	
Liabilitas non-derivatif						***Non-derivative liabilities***
Liabilitas segera	(13.349)	(13.349)	(13.349)	-	-	*Liabilities payable on demand*
Liabilitas akseptasi	(87.889)	(87.889)	(87.889)	-	-	*Acceptance payables*
Beban masih harus dibayar dan liabilitas lain-lain	(167.775)	(167.775)	(167.775)	-	-	*Accruals and other liabilities*
Simpanan dari nasabah	(8.138.008)	(8.205.208)	(6.536.286)	(1.400.360)	(268.562)	*Deposits from customers*
Simpanan dari bank lain	(3.351)	(3.358)	(3.358)	-	-	*Deposits from other banks*
	(8.410.372)	(8.477.579)	(6.808.657)	(1.400.360)	(268.562)	
Liabilitas derivatif						***Derivative liabilities***
Diperdagangkan:	(9.013)	(9.013)	(8.876)	(137)	--	*Trading:*
	(9.013)	(9.013)	(8.876)	(137)	--	
Total	**(8.419.385)**	**(8.486.592)**	**(6.817.533)**	**(1.400.497)**	**(268.562)**	***Total***

	2024					
	Nilai tercatat/ *Carrying amount*	Nilai nominal bruto arus kas masuk (keluar)/*Gross nominal inflow (outflow)*	Kurang dari 1 bulan/*Less than 1 month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	
Liabilitas non-derivatif						***Non-derivative liabilities***
Liabilitas segera	(21.022)	(21.022)	(21.022)	-	-	*Liabilities payable on demand*
Beban masih harus dibayar dan liabilitas lain-lain	(221.201)	(221.201)	(221.201)	-	-	*Accruals and other liabilities*
Simpanan dari nasabah	(7.341.878)	(7.406.036)	(5.244.410)	(1.854.531)	(307.095)	*Deposits from customers*
Simpanan dari bank lain	(322.491)	(322.491)	(322.491)	-	-	*Deposits from other banks*
Efek-efek yang dijual dengan janji dibeli kembali	(95.873)	(95.990)	(95.990)	-	-	*Securities sold under repurchase agreements*
	(8.002.465)	(8.066.740)	(5.905.114)	(1.854.531)	(307.095)	
Liabilitas derivatif						***Derivative liabilities***
Diperdagangkan:	(7.775)	(7.775)	(58)	(7.586)	(131)	*Trading:*
	(7.775)	(7.775)	(58)	(7.586)	(131)	
Total	**(8.010.240)**	**(8.074.515)**	**(5.905.172)**	**(1.862.117)**	**(307.226)**	***Total***

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

c. Risiko Likuiditas (lanjutan)

Tabel di atas menyajikan arus kas yang tidak didiskontokan dari liabilitas keuangan Bank berdasarkan periode jatuh tempo kontraktual yang paling dekat. Arus kas atas instrumen keuangan yang diharapkan Bank bervariasi secara signifikan dari analisa ini. Sebagai contoh, simpanan dari nasabah diharapkan memiliki saldo yang stabil atau meningkat.

Nilai nominal arus kas masuk (keluar) yang diungkapkan pada tabel di atas menyajikan arus kas kontraktual yang tidak didiskontokan terkait dengan nilai pokok dan bunga dari liabilitas keuangan.

Analisa jatuh tempo aset dan liabilitas keuangan

Tabel di bawah menganalisa nilai tercatat aset dan liabilitas keuangan Bank ke dalam kelompok jatuh tempo berdasarkan sisa jangka waktu sampai dengan tanggal jatuh tempo kontraktual pada tanggal 31 Desember 2025 dan 2024:

	2025							
	Nilai tercatat/ *Carrying amount*	Tanpa tanggal jatuh tempo kontraktual/ *Without a contractual maturity date*	< 1 bulan/ *month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	> 1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Kas	28.522	28.522	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	364.492	364.492	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	17.503	17.503	-	-	-	-	-	*Current accounts with other banks - net*
Penempatan pada Indonesia dan bank lain	1.241.384	-	1.241.384	-	-	-	-	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	590	-	434	151	5	-	-	*Derivative receivables*
Tagihan akseptasi	87.678	-	24.021	2.919	60.739	-	-	*Acceptance receivables*
Efek-efek yang dibeli dengan janji dijual kembali	10.872	-	10.872	-	-	-	-	*Securities purchased under agreements to resell*
Kredit yang diberikan - neto	9.403.227	-	52.761	594.950	4.114.693	1.270.480	3.370.343	*Loans - net*
Efek-efek	1.481.150	-	616.028	265.597	258.291	-	341.234	*Securities*
Aset lain-lain*)	135.741	-	128.926	-	-	-	6.815	*Other assets*)*
Total aset keuangan	**12.771.160**	**410.517**	**2.074.426**	**863.617**	**4.433.728**	**1.270.480**	**3.718.392**	***Total financial assets***

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain.

3. *Financial Risk Management and Capital Management Policies* *(continued)*

c. Liquidity Risk *(continued)*

The above table shows the undiscounted cash flows on the Bank's financial liabilities on the basis of their earliest possible contractual maturity. The Bank's expected cash flows on these instruments vary significantly from this analysis. For example, deposits from customers are expected to maintain a stable or increasing balance.

The nominal inflow (outflow) disclosed in the above table represents the contractual undiscounted cash flows relating to the principal and interest on the financial liability.

Maturity gap analysis of financial assets and liabilities

The table below analysis the carrying amount of financial assets and liabilities of the Bank into maturity time bands based on remaining period to contractual maturity dates as of December 31, 2025 and 2024:

	2025							
	Nilai tercatat/ *Carrying amount*	Tanpa tanggal jatuh tempo kontraktual/ *Without a contractual maturity date*	< 1 bulan/ *month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	> 1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Kas	28.522	28.522	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	364.492	364.492	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	17.503	17.503	-	-	-	-	-	*Current accounts with other banks - net*
Penempatan pada Indonesia dan bank lain	1.241.384	-	1.241.384	-	-	-	-	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	590	-	434	151	5	-	-	*Derivative receivables*
Tagihan akseptasi	87.678	-	24.021	2.919	60.739	-	-	*Acceptance receivables*
Efek-efek yang dibeli dengan janji dijual kembali	10.872	-	10.872	-	-	-	-	*Securities purchased under agreements to resell*
Kredit yang diberikan - neto	9.403.227	-	52.761	594.950	4.114.693	1.270.480	3.370.343	*Loans - net*
Efek-efek	1.481.150	-	616.028	265.597	258.291	-	341.234	*Securities*
Aset lain-lain*)	135.741	-	128.926	-	-	-	6.815	*Other assets*)*
Total aset keuangan	**12.771.160**	**410.517**	**2.074.426**	**863.617**	**4.433.728**	**1.270.480**	**3.718.392**	***Total financial assets***

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivables*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

c. Risiko Likuiditas (lanjutan)

Analisa jatuh tempo aset dan liabilitas keuangan (lanjutan)

Tabel di bawah menganalisa nilai tercatat aset dan liabilitas keuangan Bank ke dalam kelompok jatuh tempo berdasarkan sisa jangka waktu sampai dengan tanggal jatuh tempo kontraktual pada tanggal 31 Desember 2025 dan 2024: (lanjutan)

3. *Financial Risk Management and Capital Management Policies* *(continued)*

c. Liquidity Risk *(continued)*

Maturity gap analysis of financial assets and liabilities (continued)

The table below analysis the carrying amount of financial assets and liabilities of the Bank into maturity time bands based on remaining period to contractual maturity dates as of December 31, 2025 and 2024: (continued)

	2025							
	Nilai tercatat/ *Carrying amount*	Tanpa tanggal jatuh tempo kontraktual/ *Without a contractual maturity date*	< 1 bulan/ *month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	> 1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Liabilitas segera	13.349	13.349	-	-	-	-	-	*Liabilities payable on demand*
Simpanan dari nasabah	8.138.008	1.403.563	5.095.769	1.378.039	260.637	-	-	*Deposits from customers*
Simpanan dari bank lain	3.351	-	3.351	-	-	-	-	*Deposits from other banks*
Liabilitas akseptasi	87.889	-	24.040	2.922	60.927	-	-	*Acceptance payables*
Liabilitas derivatif	9.013		8.876	137	-	-	-	*Derivative payables*
Efek-efek yang diterbitkan	-	-	-	-	-	-	-	*Marketable securities issued*
Efek-efek yang dijual dengan janji dibeli kembali	-	-	-	-	-	-	-	*Securities sold under repurchase agreements*
Beban masih harus dibayar dan liabilitas lain-lain	167.775	-	167.775	-	-	-	-	*Accruals and other liabilities*
Total liabilitas keuangan	**8.419.385**	**1.416.912**	**5.299.811**	**1.381.098**	**321.564**	**-**	**-**	***Total financial liabilities***
Selisih	**4.351.774**	**(1.006.395)**	**(3.225.384)**	**(517.482)**	**4.112.164**	**1.270.480**	**3.718.392**	***Difference***

	2024							
	Nilai tercatat/ *Carrying amount*	Tanpa tanggal jatuh tempo kontraktual/ *Without a contractual maturity date*	< 1 bulan/ *month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	> 1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Kas	36.917	36.917	-	-	-	-	-	*Cash*
Giro pada Bank Indonesia	410.213	410.213	-	-	-	-	-	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	38.811	38.811	-	-	-	-	-	*Current accounts with other banks - net*
Penempatan pada Indonesia dan bank lain	1.336.301	-	1.014.401	-	321.900	-	-	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	3.269	-	3.028	67	174	-	-	*Derivative receivables*
Kredit yang diberikan - neto	7.965.727	-	133.923	632.980	4.714.483	315.668	2.168.673	*Loans - net*
Efek-efek	2.160.025	-	509.285	522.533	1.128.207	-	-	*Securities*
Aset lain-lain*)	100.817	-	84.752	-	9.246	-	6.819	*Other assets*)*
Total aset keuangan	**12.052.080**	**485.941**	**1.745.389**	**1.155.580**	**6.174.010**	**315.668**	**2.175.492**	***Total financial assets***

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain.

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivables*

3. Kebijakan Manajemen Risiko Keuangan dan Manajemen Modal (lanjutan)

c. Risiko Likuiditas (lanjutan)

Analisa jatuh tempo aset dan liabilitas keuangan (lanjutan)

Tabel di bawah menganalisa nilai tercatat aset dan liabilitas keuangan Bank ke dalam kelompok jatuh tempo berdasarkan sisa jangka waktu sampai dengan tanggal jatuh tempo kontraktual pada tanggal 31 Desember 2025 dan 2024: (lanjutan)

3. Financial Risk Management and Capital Management Policies *(continued)*

c. Liquidity Risk *(continued)*

Maturity gap analysis of financial assets and liabilities (continued)

The table below analysis the carrying amount of financial assets and liabilities of the Bank into maturity time bands based on remaining period to contractual maturity dates as of December 31, 2025 and 2024: (continued)

	2024							
	Nilai tercatat/ *Carrying amount*	Tanpa tanggal jatuh tempo kontraktual/ *Without a contractual maturity date*	< 1 bulan/ *month*	1 - 3 bulan/ *months*	> 3 - 12 bulan/ *months*	> 1 - 2 tahun/ *years*	> 2 tahun/ *years*	
Liabilitas segera	21.022	21.022	-	-	-	-	-	*Liabilities payable on demand*
Simpanan dari nasabah	7.341.878	1.993.696	3.226.504	1.825.529	296.149	-	-	*Deposits from customers*
Simpanan dari bank lain	322.491	591	-	-	321.900	-	-	*Deposits from other banks*
Liabilitas derivatif	7.775	-	7.586	58	131	-	-	*Derivative payables*
Efek-efek yang dijual dengan janji dibeli kembali	95.873	-	95.873	-	-	-	-	*Securities sold under repurchase agreements*
Beban masih harus dibayar dan liabilitas lain-lain	221.201	-	221.201	-	-	-	-	*Accruals and other liabilities*
Total liabilitas keuangan	**8.010.240**	**2.015.309**	**3.551.164**	**1.825.587**	**618.180**	**-**	**-**	***Total financial liabilities***
Selisih	**4.041.840**	**(1.529.368)**	**(1.805.775)**	**(670.007)**	**5.555.830**	**315.668**	**2.175.492**	***Difference***

4. Penggunaan Estimasi dan Pertimbangan

Pengungkapan ini merupakan tambahan atas pembahasan tentang manajemen risiko keuangan (Catatan 3).

a. Sumber utama atas ketidakpastian estimasi

(i) Cadangan kerugian penurunan nilai atas aset keuangan

Evaluasi atas kerugian penurunan nilai aset keuangan yang dicatat pada biaya perolehan diamortisasi dijelaskan di Catatan 2s.

4. Use of Estimates and Judgments

These disclosures supplement the commentary on financial risk management (Note 3).

a. Key sources of estimation uncertainty

(i) Allowances for impairment losses of financial assets

Allowances for impairment losses of financial assets accounted for at amortized cost are evaluated for impairment on a basis described in Note 2s.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

4. Penggunaan Estimasi dan Pertimbangan (lanjutan)

a. Sumber utama atas ketidakpastian estimasi (lanjutan)

(i) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Cadangan kerugian penurunan nilai terkait dengan pihak lawan spesifik dalam seluruh cadangan kerugian penurunan nilai dibentuk atas tagihan yang penurunan nilainya dievaluasi secara individual berdasarkan estimasi terbaik manajemen atas nilai tunai arus kas yang diharapkan akan diterima. Dalam mengestimasi arus kas ini, manajemen membuat pertimbangan mengenai kondisi keuangan dari pihak lawan dan nilai bersih yang dapat direalisasi dari agunan yang diterima. Setiap aset yang mengalami penurunan nilai dievaluasi, dan strategi penyelesaiannya serta estimasi arus kas yang dinilai dapat diperoleh kembali secara independen disetujui oleh Departemen Kredit.

Evaluasi cadangan kerugian penurunan nilai secara kolektif meliputi kerugian kredit yang melekat pada portofolio tagihan dengan karakteristik ekonomi yang serupa ketika terdapat bukti obyektif bahwa telah terjadi penurunan nilai tagihan dalam portofolio tersebut namun penurunan nilai secara individu belum dapat diidentifikasi. Dalam menentukan perlunya membentuk cadangan kerugian penurunan nilai kredit secara kolektif, manajemen mempertimbangkan faktor-faktor seperti kualitas kredit, besarnya portofolio, konsentrasi kredit dan faktor-faktor ekonomi.

Dalam mengestimasi cadangan yang dibutuhkan, asumsi-asumsi dibuat untuk menentukan model kerugian bawaan dan untuk menentukan parameter input yang diperlukan, berdasarkan pengalaman historis dan kondisi ekonomi saat ini.

4. Use of Estimates and Judgments

a. Key sources of estimation uncertainty

(i) Allowances for impairment losses of financial assets

The specific counterparty component of the total allowances for impairment applies to claims evaluated individually for impairment and is based upon management's best estimate of the present value of the cash flows that are expected to be received. In estimating these cash flows, management makes judgments about the counterparty's financial situation and the net realizable value of any underlying collateral. Each impaired asset is assessed on its merits, and the workout strategy and estimate of cash flows considered recoverable are independently approved by the Credit Department.

Collectively assessed impairment allowances cover credit losses inherent in portfolios of claims with similar economic characteristics when there is objective evidence to suggest that they contain impaired claims, but the individual impaired items cannot yet be identified. In assessing the need for collective loan loss allowances, management considers factors such as credit quality, portfolio size, credit concentrations and economic factors.

In order to estimate the required allowance, assumptions are made to define the way inherent losses are modeled and to determine the required input parameters, based on historical experience and current economic conditions.

4. Penggunaan Estimasi dan Pertimbangan (lanjutan)

a. Sumber utama atas ketidakpastian estimasi (lanjutan)

(i) Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)

Ketepatan dari cadangan ini tergantung pada seberapa tepat estimasi arus kas masa depan untuk menentukan cadangan individual serta asumsi model dan parameter yang digunakan dalam menentukan cadangan kolektif.

(ii) Penentuan nilai wajar

Dalam menentukan nilai wajar atas aset dan liabilitas keuangan dimana tidak terdapat harga pasar yang dapat diobservasi, Bank harus menggunakan teknik penilaian seperti dijelaskan pada Catatan 2f. Untuk instrumen keuangan yang jarang diperdagangkan dan tidak memiliki harga yang transparan, nilai wajarnya menjadi kurang obyektif dan karenanya, membutuhkan tingkat pertimbangan yang beragam, tergantung pada likuiditas, konsentrasi, ketidakpastian faktor pasar, asumsi penentuan harga dan risiko lainnya yang mempengaruhi instrumen tertentu.

(iii) Liabilitas imbalan kerja

Penentuan liabilitas imbalan kerja Bank 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.

(iv) Pengakuan aset pajak tangguhan

Aset pajak tangguhan diakui atas seluruh rugi fiskal yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi fiskal tersebut dapat digunakan. Estimasi signifikan digunakan oleh manajemen dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak dan strategi perencanaan pajak masa depan.

4. Use of Estimates and Judgments *(continued)*

a. Key sources of estimation uncertainty *(continued)*

(i) Allowances for impairment losses of financial assets (continued)

The accuracy of the allowances depends on how well the estimated future cash flows are determined for specific counterparty allowances and the model assumptions and parameters used in determining collective allowances.

(ii) Determining fair values

The determination of fair value for financial assets and liabilities for which there is no observable market price requires the use of valuation techniques as described in Note 2f. For financial instruments that trade infrequently and have little price transparency, fair value is less objective, and requires varying degrees of judgment depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

(iii) Obligation for employment benefits

The determination of the Bank's obligation for employment benefits is dependent on its selection of certain assumptions used by the independent actuaries in calculating such accounts. Those assumptions include among others, discount rates, annual salary increase rate, annual employee turn-over rate, disability rate, retirement age and mortality rate.

(iv) Recognition of deferred tax assets

Deferred tax assets are recognized for 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.

4. Penggunaan Estimasi dan Pertimbangan (lanjutan)

a. Sumber utama atas ketidakpastian estimasi (lanjutan)

(iv) Pengakuan aset pajak tangguhan (lanjutan)

Bank menelaah aset pajak tangguhan pada setiap tanggal laporan posisi keuangan dan mengurangi jumlah tercatat dalam hal tidak adanya lagi kemungkinan bahwa penghasilan kena pajak yang cukup akan tersedia untuk mengkompensasi sebagian atau seluruh aset pajak tangguhan.

(v) Provisi perpajakan

Bank menentukan provisi perpajakan berdasarkan estimasi atas kemungkinan adanya tambahan beban pajak. Jika hasil akhir dari hal ini berbeda dengan jumlah yang dicatat semula, maka perbedaan tersebut akan berdampak terhadap laba/rugi.

b. Pertimbangan akuntansi yang material dalam menerapkan kebijakan akuntansi Bank

(i) Nilai wajar dari instrumen keuangan

Kebijakan akuntansi Bank untuk pengukuran nilai wajar dibahas di Catatan 2f.

Informasi mengenai penentuan nilai wajar dari instrumen keuangan diungkapkan pada Catatan 35.

(ii) Klasifikasi aset dan liabilitas keuangan

Kebijakan akuntansi Bank memberikan keleluasaan untuk menetapkan aset dan liabilitas keuangan ke dalam berbagai kategori pada saat pengakuan awal sesuai dengan standar akuntansi yang berlaku berdasarkan kondisi tertentu.

4. Use of Estimates and Judgments *(continued)*

a. Key sources of estimation uncertainty *(continued)*

(iv) Recognition of deferred tax assets (continued)

The Bank review their deferred tax assets at each statement of financial position date and reduce the carrying amount to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized.

(v) Provision for taxes

The Bank provides for tax provision based on estimates whether the additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the profit/loss.

b. Material accounting judgments in applying the Bank's accounting policies

(i) Fair value of financial instrument

The Bank's accounting policy on fair value measurements is discussed in Note 2f.

Information about the determination of fair value of financial instruments is disclosed in Note 35.

(ii) Financial asset and liability classification

The Bank's accounting policies provide scope for financial assets and liabilities to be designated on inception into different accounting categories in certain circumstances.

5. Kas / *5. Cash*

	2025	2024	
Rupiah	18.461	27.096	*Rupiah*
Valuta asing			*Foreign currencies*
Dolar Amerika Serikat	9.097	8.232	*United States Dollar*
Dolar Singapura	964	1.589	*Singapore Dollar*
Total	**28.522**	**36.917**	***Total***

Pada tanggal 31 Desember 2025 dan 2024, saldo kas dalam mata uang Rupiah termasuk jumlah kas pada ATM masing-masing sebesar Rp379 dan Rp1.183.

As of December 31, 2025 and 2024, total cash in Rupiah includes cash amount in ATMs of Rp379 and Rp1,183, respectively.

Pada tanggal 31 Desember 2025 dan 2024, manajemen berkeyakinan bahwa seluruh saldo kas dapat digunakan dan tidak terdapat saldo kas yang dijaminkan.

As of December 31, 2025 and 2024, management believes that all cash can be used and there are no cash balance pledged as collateral.

6. Giro pada Bank Indonesia / *6. Current Accounts with Bank Indonesia*

	2025	2024	
Rupiah	193.573	289.500	*Rupiah*
Dolar Amerika Serikat	170.919	120.713	*United States Dollar*
Total	**364.492**	**410.213**	***Total***

Pada tanggal 31 Desember 2025 dan 2024, tidak ada giro pada Bank Indonesia yang dijadikan jaminan.

As of December 31, 2025 and 2024, there are no current accounts with Bank Indonesia pledged as collateral.

Informasi mengenai suku bunga penempatan pada Bank Indonesia diungkapkan pada Catatan 3b.

Information in respect of interest rate of placements with Bank Indonesia is disclosed in Note 3b.

Giro Wajib Minimum (GWM) Bank sesuai dengan Peraturan Bank Indonesia (PBI) dan Peraturan Anggota Dewan Gubernur (PADG) diungkapkan pada Catatan 46.

Minimum Statuory Reserves (GWM) in accordance with Bank Indonesia Regulation (PBI) and Regulation of the Members of The Board of Governance (PADG) are disclosed in Note 46.

7. Giro pada Bank Lain / *7. Current Accounts with Other Banks*

	2025	2024	
Rupiah			***Rupiah***
Pihak ketiga:			*Third parties:*
PT Bank Central Asia Tbk	629	629	*PT Bank Central Asia Tbk*
PT Bank CIMB Niaga Tbk	597	1.961	*PT Bank CIMB Niaga Tbk*
PT Bank Mandiri (Persero) Tbk	152	40	*PT Bank Mandiri (Persero) Tbk*
Standard Chartered Bank - Jakarta	25	25	*Standard Chartered Bank - Jakarta*
PT Bank Permata Tbk	5	10.959	*PT Bank Permata Tbk*
PT Bank Maybank Indonesia Tbk	5	-	*PT Bank Maybank Indonesia Tbk*
Total - Rupiah	1.413	13.614	*Total - Rupiah*
Valuta asing			***Foreign currencies***
Pihak berelasi:			*Related parties:*
Qatar National Bank (Q.P.S.C.) (Catatan 36)	265	316	*Qatar National Bank (Q.P.S.C.) (Note 36)*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

7. Giro pada Bank Lain (lanjutan) / *7. Current Accounts with Other Banks (continued)*

	2025	2024	
Valuta asing (lanjutan)			***Foreign currencies** (continued)*
Pihak ketiga:			*Third parties:*
JP Morgan Chase Bank - New York	10.314	5.857	*JP Morgan Chase Bank - New York*
Standard Chartered Bank - New York	1.828	11.809	*Standard Chartered Bank - New York*
Standard Chartered Bank - Singapura	806	81	*Standard Chartered Bank - Singapore*
Bank Mizuho Ltd., Tokyo	649	1.854	*Bank Mizuho Ltd., Tokyo*
JP Morgan Chase Bank - Frankfurt	460	1.222	*JP Morgan Chase Bank - Frankfurt*
JP Morgan Chase Bank - London	448	716	*JP Morgan Chase Bank – London*
ANZ Banking Group Ltd., Australia	367	585	*ANZ Banking Group Ltd., Australia*
United Overseas Bank Ltd., Singapura	297	762	*United Overseas Bank Ltd., Singapore*
PT Bank Central Asia Tbk	219	478	*PT Bank Central Asia Tbk*
PT Bank Mandiri (Persero) Tbk	173	1.257	*PT Bank Mandiri (Persero) Tbk*
PT Bank ICBC Indonesia	166	152	*PT Bank ICBC Indonesia*
United Overseas Bank Ltd., Hong Kong	91	88	*United Overseas Bank Ltd., Hong Kong*
PT Bank Maybank Indonesia Tbk	8	-	*PT Bank Maybank Indonesia Tbk*
Standard Chartered Bank - London	-	27	*Standard Chartered Bank - London*
Total - valuta asing	16.091	25.204	*Total - foreign currencies*
Total	**17.504**	**38.818**	***Total***
Cadangan kerugian penurunan nilai	(1)	(7)	*Allowance for impairment losses*
Neto	**17.503**	**38.811**	***Net***

Pada tanggal 31 Desember 2025 dan 2024, tidak ada giro pada bank lain yang dijadikan jaminan.

As of December 31, 2025 and 2024, there are no current accounts with other banks pledged as collateral.

Perubahan nilai tercatat bruto adalah sebagai berikut:

The movements in the gross carrying amount are as follows:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2023	**184.104**	**-**	**-**	**184.104**	***December 31, 2023***
Aset baru	1.938	-	-	1.938	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(14.762)	-	-	(14.762)	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	(133.201)	-	-	(133.201)	*Remeasurement*
Dampak perubahan kurs	739	-	-	739	*Effect on exchange rate*
31 Desember 2024	**38.818**	-	-	**38.818**	***December 31, 2024***
Aset baru	23	-	-	23	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(27)	-	-	(27)	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	(21.826)	-	-	(21.826)	*Remeasurement*
Dampak perubahan kurs	516	-	-	516	*Effect on exchange rate*
31 Desember 2025	**17.504**	**-**	**-**	**17.504**	***December 31, 2025***

7. Giro pada Bank Lain (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2023	**15**	**-**	**-**	**15**	***December 31, 2023***
Aset baru	-	-	-	-	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	2	-	-	2	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	6	-	-	6	*Remeasurement*
Dampak perubahan kurs	-	-	-	-	*Effect on exchange rate*
31 Desember 2024	**7**	**-**	**-**	**7**	***December 31, 2024***
Aset baru	-	-	-	-	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	-	-	-	-	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	6	-	-	6	*Remeasurement*
Dampak perubahan kurs	-	-	-	-	*Effect on exchange rate*
31 Desember 2025	**1**	**-**	**-**	**1**	***December 31, 2025***

Manajemen Bank berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan penurunan nilai giro pada bank lain.

Informasi mengenai suku bunga giro pada bank lain diungkapkan pada Catatan 3b.

Informasi mengenai klasifikasi dan nilai wajar giro pada bank lain diungkapkan pada Catatan 35. Giro pada pihak berelasi diungkapkan pada Catatan 36.

Informasi mengenai giro pada bank lain berdasarkan jenis mata uang diungkapkan pada Catatan 38.

***7. Current Accounts with Other Banks** (continued)*

The movements in the allowance for impairment losses are as follows:

The Bank's management believes that the allowance for impairment losses provided is adequate to cover any possible impairment on current accounts with other banks.

Information in respect of interest rate of current accounts with other banks is disclosed in Note 3b.

Information regarding the classification and fair value of current accounts with other banks is disclosed in Note 35. Current accounts with related parties are disclosed in Note 36.

Information regarding the currency type of current accounts with other banks is disclosed in Note 38.

8. Penempatan pada Bank Indonesia dan Bank Lain

Rincian penempatan pada Bank Indonesia adalah sebagai berikut:

	2025	2024	
Rupiah			***Rupiah***
Pihak ketiga			*Third party*
Bank Indonesia	90.884	96.986	*Bank Indonesia*
PT Bank Pan Indonesia Tbk	80.000	-	*PT Bank PAN Indonesia Tbk*
PT Bank ANZ Indonesia	70.000	-	*PT Bank ANZ Indonesia*
Valuta asing			***Foreign currency***
Pihak Berelasi			*Related parties*
Qatar National Bank (Q.P.S.C) (Catatan 36)	-	321.900	*Qatar National Bank (Q.P.S.C) (Note 36)*
Pihak ketiga			*Third party*
Bank Indonesia	1.000.500	917.415	*Bank Indonesia*
Total	**1.241.384**	**1.336.301**	***Total***

8. Placements with Bank Indonesia and Other Banks

The details of placements with Bank Indonesia are as follows:

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

8. Penempatan pada Bank Indonesia dan Bank Lain (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, seluruh penempatan pada Bank Indonesia dan bank lain tidak mengalami penurunan nilai.

Pada tanggal 31 Desember 2025 dan 2024, tidak ada penempatan pada Bank Indonesia dan bank lain yang dijadikan jaminan.

Jangka waktu penempatan pada Bank Indonesia adalah sebagai berikut:

	2025	2024	
Rupiah			***Rupiah***
Bank Indonesia	1 hari/*day*	2 hari/*days*	*Bank Indonesia*
Bank PAN Indonesia	1 hari/*day*	-	*PAN Bank Indonesia*
Bank ANZ Indonesia	1 hari/*day*	-	*ANZ Bank Indonesia*
Valuta asing			***Foreign currency***
Qatar National Bank (Q.P.S.C)	-	308 hari/*days*	*Qatar National Bank (Q.P.S.C)*
Bank Indonesia	2-6 hari/*day*	2 hari/*days*	*Bank Indonesia*

Perubahan nilai tercatat bruto adalah sebagai berikut:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2023	**1.092.008**	**-**	**-**	**1.092.008**	***December 31, 2023***
Aset baru	1.336.301	-	-	1.336.301	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(1.092.008)	-	-	(1.092.008)	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	-	-	-	-	*Remeasurement*
31 Desember 2024	**1.336.301**	**-**	**-**	**1.336.301**	***December 31, 2024***
Aset baru	1.241.384	-	-	1.241.384	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(1.336.301)	-	-	(1.336.301)	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	-	-	-	-	*Remeasurement*
31 Desember 2025	**1.241.384**	**-**	**-**	**1.241.384**	***December 31, 2025***

Informasi mengenai suku bunga penempatan pada Bank Indonesia dan bank lain diungkapkan pada Catatan 3b. Informasi mengenai jatuh tempo penempatan pada Bank Indonesia dan bank lain diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar penempatan pada Bank Indonesia dan bank lain diungkapkan pada Catatan 35.

Informasi mengenai penempatan pada Bank Indonesia dan bank lain berdasarkan jenis mata uang diungkapkan pada Catatan 38.

***8. Placements with Bank Indonesia and Other Banks** (continued)*

As of December 31, 2025 and 2024, all placements with Bank Indonesia and other banks are not impaired.

As of December 31, 2025 and 2024, there are no placement with Bank Indonesia and other banks pledged as collateral.

The term of placements with Bank Indonesia are as follows:

The movements in the gross carrying amount are as follows:

Information in respect of interest rate of placements with Bank Indonesia and other banks is disclosed in Note 3b. Information in respect of maturities of placements with Bank Indonesia and other banks is disclosed in Note 3c. Information regarding the classification and fair value of placements with Bank Indonesia and other banks is disclosed in Note 35.

Information regarding the currency type of placements with Bank Indonesia and other banks is disclosed in Note 38.

9. Tagihan dan Liabilitas Derivatif / *Derivative Receivables and Payables*

Pada tanggal 31 Desember 2025 dan 2024, tagihan dan liabilitas derivatif adalah sebagai berikut:

As of December 31, 2025 and 2024, derivative receivables and payables are as follows:

	2025		2024		
	Tagihan Derivatif/ *Derivative Receivables*	Liabilitas Derivatif/ *Derivative Payables*	Tagihan Derivatif/ *Derivative Receivables*	Liabilitas Derivatif/ *Derivative Payables*	
Kontrak berjangka valuta asing					*Currency forward contract*
Bank	590	(9.013)	3.269	(7.775)	*Banks*

Pada tanggal 31 Desember 2025 dan 2024, semua tagihan derivatif merupakan transaksi dengan pihak ketiga.

As of December 31, 2025 and 2024, all derivative receivables are made with third parties.

Pada tanggal 31 Desember 2025 dan 2024, tidak ada tagihan derivatif yang dijadikan jaminan.

As of December 31, 2025 and 2024, there are no derivative receivables pledged as collateral.

Informasi mengenai klasifikasi dan nilai wajar tagihan dan liabilitas derivatif diungkapkan pada Catatan 35.

Information regarding the classification and fair value of derivative receivables and payables is disclosed in Note 35.

Pada tanggal 31 Desember 2025 dan 2024, nilai kontrak dan rata-rata jangka waktu kontrak berjangka valuta asing adalah sebagai berikut:

As of December 31, 2025 and 2024, the contract amount and average contract period of currency forward contracts are as follows:

2025

	Jenis valuta/ *Currencies*	Nilai Kontrak (dalam nilai penuh)/ *Contract amount (in original currency) (in full amount)*	Rentang tanggal Jatuh tempo/ *Range of maturity date*	
Kontrak berjangka valuta asing yang akan diterima	USD	4.950.509	5 Januari 2026 – 9 April 2026 *January 5, 2026 – April 9, 2026*	*Currency forward contracts received*
	AUD	125.000	6 Januari 2026 *January 6, 2026*	
	JPY	144.864.882	5 Januari 2026 *January 5, 2026*	
Kontrak berjangka valuta asing yang akan dibayar	USD	147.108.673	2 Januari 2026 – 9 April 2026 *January 2, 2026 – April 9, 2026*	*Currency forward contracts paid*
	AUD	1.200.000	6 Januari 2026 *January 6, 2026*	
	JPY	270.138.598	5 Januari 2026 – 26 Januari 2026 *January 5, 2026 – January 26, 2026*	
	EUR	425.000	7 Januari 2026 *January 7, 2026*	
	SGD	683.500	21 Januari 2026 *January 21, 2026*	
	GBP	210.000	5 Januari 2026 *January 5, 2026*	

2024

	Jenis valuta/ *Currencies*	Nilai Kontrak (dalam nilai penuh)/ *Contract amount (in original currency) (in full amount)*	Rentang tanggal Jatuh tempo/ *Range of maturity date*	
Kontrak berjangka valuta asing yang akan diterima	USD	11.895.011	2 Januari 2025 - 23 Juni 2025/ *January 2, 2025 - June 23, 2025*	*Currency forward contracts received*
Kontrak berjangka valuta asing yang akan dibayar	USD	73.050.000	2 Januari 2025 - 23 Juni 2025/ *January 2, 2025 - June 23, 2025*	*Currency forward contracts paid*
	AUD	3.260.000	2 Januari/*January 2*, 2025	
	JPY	126.084.800	6 Januari/*January 6*, 2025	
	EUR	400.000	3 Januari/*January 3*, 2025	
	SGD	814.241	21 Januari/*January 21*, 2025	

10. Tagihan dan Liabilitas Akseptasi / *Acceptance Receivables and Payables*

a. Tagihan akseptasi: / *a. Acceptance receivables*

	2025	2024	
Rupiah			***Rupiah***
Pihak ketiga			*Third parties*
Korporasi	42.004	-	*Corporates*
Valuta asing			***Foreign currencies***
Pihak ketiga			*Third parties*
Korporasi	45.885	-	*Corporates*
	87.889	-	
Cadangan kerugian penurunan nilai	(211)	-	*Allowance for impairment losses*
Total	**87.678**	**-**	***Total***

Perubahan nilai tercatat bruto adalah sebagai berikut:

The movements in the gross carrying amount are as follows:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2024	**-**	**-**	**-**	**-**	***December 31, 2024***
Aset baru	87.889	-	-	87.889	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	-	-	-	-	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	-	-	-	-	*Remeasurement*
Dampak perubahan kurs	-	-	-	-	*Effect on exchange rate*
31 Desember 2025	**87.889**	**-**	**-**	**87.889**	***December 31, 2025***

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2024	**-**	**-**	**-**	**-**	***December 31, 2024***
Aset baru	211	-	-	211	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	-	-	-	-	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	-	-	-	-	*Remeasurement*
Dampak perubahan kurs	-	-	-	-	*Effect on exchange rate*
31 Desember 2025	**211**	**-**	**-**	**211**	***December 31, 2025***

Manajemen Bank berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan penurunan nilai tagihan akseptasi.

The Bank's management believes that the allowance for impairment losses provided is adequate to cover any possible impairment on acceptance receivables.

Pada tanggal 31 Desember 2025, tidak ada tagihan akseptasi yang dijadikan jaminan.

As of December 31, 2025, there are no acceptance receivables pledged as collateral.

10. Tagihan dan Liabilitas Akseptasi (lanjutan)

b. Liabilitas akseptasi:

	2025	2024
Rupiah		
Pihak ketiga		
Bank	42.004	-
Valuta asing		
Pihak ketiga		
Bank	45.885	-
Total	**87.889**	**-**

Informasi mengenai jatuh tempo diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar diungkapkan pada Catatan 37.

Informasi mengenai kualitas tagihan akseptasi diungkapkan pada Catatan 46.

Informasi mengenai tagihan dan liabilitas akseptasi berdasarkan jenis mata uang diungkapkan pada Catatan 38.

11. Efek-efek yang Dibeli dengan Janji Dijual Kembali

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2025 sebagai berikut:

2025						
Pihak lawan/ ***Counterparty***	**Efek yang mendasari/** ***Underlying securities***	**Rentang tanggal pembelian/** ***Range of purchase date***	**Rentang tanggal penjualan kembali/** ***Range of resale date***	**Harga penjualan kembali/** ***Resale price***	**Pendapatan bunga yang belum diakui/** ***Unearned interest***	**Nilai tercatat/** ***Carrying amount***
Bank Indonesia	Obligasi Pemerintah/ *Government Bonds*	31 Desember 2025/ *December 31, 2025*	7 Januari 2026/ *January 7, 2026*	10.874	2	10.872

Pada tanggal 31 Desember 2025, lokasi penyimpanan efek-efek jaminan berupa tanpa warkat (*scripless*) dicatat pada sistem BI-SSSS Bank Indonesia.

Manajemen Bank berkeyakinan bahwa tidak ada cadangan kerugian penurunan nilai efek-efek yang dibeli dengan janji dijual kembali yang perlu dibentuk pada tanggal 31 Desember 2025.

Informasi mengenai suku bunga efek-efek yang dibeli dengan janji dijual kembali diungkapkan pada Catatan 3b. Informasi mengenai jatuh tempo efek-efek yang dibeli dengan janji dijual kembali diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar efek-efek yang dibeli dengan janji dijual kembali diungkapkan pada Catatan 35.

10. Acceptance Receivables and Payables *(continued)*

b. Acceptance payables:

	2025	2024	
			Rupiah
			Third parties
	42.004	-	*Banks*
			Foreign currencies
			Third parties
	45.885	-	*Banks*
	87.889	**-**	***Total***

Information in respect of maturities were disclosed in Note 3c. Information with regards to the classification and fair value were disclosed in Note 37.

Information regarding the quality of acceptance receivables is disclosed in Note 46.

Information regarding the currency type of acceptance receivables and payables is disclosed in Note 38.

11. Securities Purchased Under Agreements to Resell

Securities purchased under agreements to resell as of December 31, 2025 as follows:

2025						
Pihak lawan/ ***Counterparty***	**Efek yang mendasari/** ***Underlying securities***	**Rentang tanggal pembelian/** ***Range of purchase date***	**Rentang tanggal penjualan kembali/** ***Range of resale date***	**Harga penjualan kembali/** ***Resale price***	**Pendapatan bunga yang belum diakui/** ***Unearned interest***	**Nilai tercatat/** ***Carrying amount***
Bank Indonesia	Obligasi Pemerintah/ *Government Bonds*	31 Desember 2025/ *December 31, 2025*	7 Januari 2026/ *January 7, 2026*	10.874	2	10.872

As of December 31, 2025, the scripless collateral securities were custodied in BI-SSSS system of Bank Indonesia.

The Bank's management believes that no allowance for impairment losses on securities purchased under agreements to resell should be provided as of December 31, 2025.

Information in respect of interest rate of securities purchased under agreements to resell is disclosed in Note 3b. Information in respect of maturities of securities purchased under agreement to resell is disclosed in Note 3c. Information regarding the classification and fair value of securities purchased under agreements to resell is disclosed in Note 35.

11. Efek-efek yang Dibeli dengan Janji Dijual Kembali (lanjutan)

Pada tanggal 31 Desember 2025, tidak ada efek-efek yang dibeli dengan janji dijual kembali yang dijadikan jaminan.

12. Kredit yang Diberikan

a. Berdasarkan hubungan, jenis dan valuta

	2025	2024	
Pihak berelasi			***Related parties***
Rupiah			*Rupiah*
Personil manajemen kunci (Catatan 36)	804	892	*Key management personnel (Note 36)*
Modal Kerja	500.000	-	*Working capital*
	500.804	892	
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
Modal kerja	5.585.483	4.935.227	*Working capital*
Investasi	2.089.804	1.147.963	*Investment*
Sindikasi	614.780	738.237	*Syndicated*
Konsumsi	1.227	34.211	*Consumer*
Karyawan	16.315	20.800	*Employee*
	8.307.609	6.876.438	
Valuta asing			*Foreign currencies*
Modal Kerja	784.559	1.265.476	*Working capital*
Sindikasi	191.496	311.760	*Syndication*
	976.055	1.577.236	
Total	**9.784.468**	**8.454.566**	***Total***
Cadangan kerugian penurunan nilai	(381.241)	(488.839)	*Allowance for impairment losses*
Neto	**9.403.227**	**7.965.727**	***Net***

b. Berdasarkan sektor ekonomi

	2025	2024	
Rupiah			*Rupiah*
Jasa usaha	2.970.288	2.718.154	*Business services*
Manufaktur	1.599.063	1.782.289	*Manufacturing*
Pengangkutan, pergudangan dan komunikasi	1.834.827	1.146.969	*Transportation, warehousing and communication*
Listrik, gas dan air	1.000.000	-	*Electricity, gas and water*
Perdagangan, restoran dan hotel	964.560	501.201	*Trading, restaurant and hotels*
Konstruksi	385.276	415.362	*Construction*
Pertambangan	-	221.400	*Mining*
Pertanian, perkebunan, dan sarana perkebunan	36.054	36.054	*Agriculture, plantation, and plantation equipment*
Lain-lain	18.345	55.901	*Others*
	8.808.413	6.877.330	

12. Loans

a. By relationship, type and currency

b. By economic sectors

12. Kredit yang Diberikan (lanjutan)

b. Berdasarkan sektor ekonomi (lanjutan)

***12. Loans** (continued)*

b. By economic sectors (continued)

	2025	2024	
Valuta asing			*Foreign currencies*
Manufaktur	284.309	1.054.631	*Manufacturing*
Pertambangan	166.750	308.702	*Mining*
Listrik, gas dan air	191.496	213.903	*Electricity, gas and water*
	976.055	1.577.236	
Total	**9.784.468**	**8.454.566**	
Cadangan kerugian penurunan nilai	(381.241)	(488.839)	*Allowance for impairment losses*
Neto	**9.403.227**	**7.965.727**	***Net***

c. Berdasarkan periode perjanjian kredit:

c. Based on the term of loan agreements:

	2025	2024	
Rupiah			*Rupiah*
< 1 tahun	4.175.401	4.464.786	*< 1 year*
> 1 - 3 tahun	1.955.602	714.731	*> 1 - 3 year*
> 3 - 5 tahun	731.746	420.359	*> 3 - 5 year*
> 5 tahun	1.945.664	1.277.454	*> 5 year*
	8.808.413	6.877.330	
Valuta asing			*Foreign currencies*
< 1 tahun	784.559	1.340.800	*< 1 year*
> 1 - 3 tahun	-	22.533	*> 1 - 3 year*
> 3 - 5 tahun	191.496	-	*> 3 - 5 year*
> 5 tahun	-	213.903	*> 5 year*
	976.055	1.577.236	
Total	**9.784.468**	**8.454.566**	***Total***
Cadangan kerugian penurunan nilai	(381.241)	(488.839)	*Allowance for impairment losses*
Neto	**9.403.227**	**7.965.727**	***Net***

d. Kredit dijamin dengan agunan yang diikat dengan akta pemberian hak tanggungan, jaminan lain atau aset yang umumnya diterima oleh bank, antara lain deposito berjangka, giro, kendaraan bermotor, tanah dan bangunan.

Pada tanggal 31 Desember 2025 dan 2024, kredit dijamin dengan jaminan tunai berupa deposito masing-masing sebesar Rp149.886 dan Rp377.036 (Catatan 20).

Pada tanggal 31 Desember 2025 dan 2024, tidak ada kredit yang dijadikan jaminan.

d. The loans are secured by collaterals which are legalized by deed of encumbrance, other guarantees or assets that are generally accepted in the banking industry, such as time deposits, demand deposits, motor vehicles, land and buildings.

As of December 31, 2025 and 2024, total loans secured by cash collateral (back-to-back loans) amounted to Rp149,886 and Rp377,036, respectively (Note 20).

As of December 31, 2025 and 2024, there are no loans pledged as collateral.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

12. Kredit yang Diberikan (lanjutan)

e. Kredit modal kerja dan investasi diberikan kepada debitur untuk kepentingan modal kerja dan pembelian barang modal. Kredit modal kerja mencakup kredit dalam bentuk rekening koran.

f. Kredit konsumsi terdiri dari kredit pemilikan rumah dan kendaraan bermotor dan kredit perorangan lainnya.

g. Kredit yang diberikan kepada karyawan Bank digunakan untuk keperluan pinjaman atas pembelian rumah, kendaraan, dan keperluan lainnya dengan jangka waktu jatuh tempo berkisar dari 1 tahun sampai 15 tahun, yang dikenakan bunga 5% per tahun. Kredit tersebut akan dilunasi melalui pemotongan gaji setiap bulan. Jumlah kredit yang diberikan kepada karyawan masing-masing sebesar Rp17.119 dan Rp21.692 atau 0,17% dan 0,26% dari jumlah kredit yang diberikan pada tanggal 31 Desember 2025 dan 2024.

h. Pada tahun 2025, Bank melakukan penjualan atas kredit SME. Pembayaran dari harga jual dari kredit tersebut sebesar Rp1.476 telah diterima seluruhnya oleh Bank dan dibukukan sebagai bagian dari "pendapatan operasional lainnya - lain-lain" pada laporan laba rugi dan penghasilan komprehensif lain di tahun berjalan.

Pada tahun 2025, Bank melakukan penjualan atas kredit UCAN. Pembayaran dari harga jual dari kredit tersebut sebesar Rp1.406 telah diterima seluruhnya oleh Bank dan kerugian dari pengalihan tagihan sebesar Rp1.340 dibukukan sebagai bagian dari "beban operasional lainnya - lain-lain" pada laporan laba rugi dan penghasilan komprehensif lain di tahun berjalan.

i. Kredit hapus buku sepanjang tahun 2025 dan 2024 masing-masing sebesar RpNihil dan Rp3.

***12. Loans** (continued)*

e. Working capital loans and investment loans were granted to customers for working capital and purchase of capital goods. Working capital loans include overdraft.

f. Consumer loans consist of housing and motor vehicles ownership loans and other personal loans.

g. The loans given to the Bank's employees are used for purchase of houses, cars and other personal necessities with maturities ranging from 1 to 15 years, with interest rates of 5% per annum. These loans will be settled through their monthly salary deductions. The loans to the employees amounted Rp17,119 and Rp21,692 or represented 0.17% and 0.26% of total loans as of December 31, 2025 and 2024, respectively.

h. In 2025, the Bank sold the SME loan. Payment for the selling prices of Rp1,476 has been fully received by the Bank and presented as part of "other operating income - others" in current year statement of profit or loss and other comprehensive income.

In 2025, the Bank sold the UCAN loan. Payment for the selling prices of Rp1,406 has been fully received by the Bank and loss from sale of loans of Rp1,340 was presented as part of "other operating expenses - others" in current year statement of profit or loss and other comprehensive income.

i. Written off loans during 2025 and 2024, amounted to RpNil and Rp3, respectively.

12. Kredit yang Diberikan (lanjutan)

j. Perubahan nilai tercatat bruto kredit yang diberikan selama tahun berjalan adalah sebagai berikut:

***12. Loans** (continued)*

j. The changes in gross carrying amount on loans during the year are as follows:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2023	**4.183.425**	**1.727.212**	**45.787**	**5.956.424**	***December 31, 2023***
Aset baru	6.038.399	415.155	2.527	6.456.081	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(3.097.864)	(417.947)	(2.237)	(3.518.048)	*Assets derecognized or repaid (exclude write-off)*
Pengalihan ke Tahap 1	-	-	-	-	*Transfer to Stage 1*
Pengalihan ke Tahap 2	(169.945)	169.945	-	-	*Transfer to Stage 2*
Pengalihan ke Tahap 3	(10.860)	(207.087)	217.947	-	*Transfer to Stage 3*
Pengukuran kembali	(285.303)	(158.866)	1.377	(442.792)	*Remeasurement*
Penghapusbukuan	-	-	(3)	(3)	*Write-off*
Dampak perubahan kurs	2.904	-	-	2.904	*Effect on exchange rate*
31 Desember 2024	**6.660.756**	**1.528.412**	**265.398**	**8.454.566**	***December 31, 2024***
Aset baru	7.299.183	167.671	-	7.466.854	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(5.032.358)	(685.684)	(27.918)	(5.745.960)	*Assets derecognized or repaid (exclude write-off)*
Pengalihan ke Tahap 1	-	-	-	-	*Transfer to Stage 1*
Pengalihan ke Tahap 2	-	-	-	-	*Transfer to Stage 2*
Pengalihan ke Tahap 3	-	-	-	-	*Transfer to Stage 3*
Pengukuran kembali	(284.641)	(94.731)	10.482	(368.890)	*Remeasurement*
Penjualan kredit	(4)	(14)	(28.744)	(28.762)	*Loan sales*
Dampak perubahan kurs	6.660	-	-	6.660	*Effect on exchange rate*
31 Desember 2025	**8.649.596**	**915.654**	**219.218**	**9.784.468**	***December 31, 2025***

k. Perubahan cadangan kerugian penurunan nilai kredit yang diberikan selama tahun berjalan adalah sebagai berikut:

k. The changes in allowance for impairment losses on loans during the year are as follows:

	Tahap 1/ *Stage 1*	Tahap 2/ *Stage 2*	Tahap 3/ *Stage 3*	Jumlah/ *Total*	
31 Desember 2023	**91.124**	**375.729**	**40.286**	**507.139**	***December 31, 2023***
Aset baru	48.648	128.008	3.185	179.841	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(55.092)	(100.273)	(1.298)	(156.663)	*Assets derecognized or repaid exclude write-off)*
Pengalihan ke Tahap 1	-	-	-	-	*Transfer to Stage 1*
Pengalihan ke Tahap 2	(2.193)	2.193	-	-	*Transfer to Stage 2*
Pengalihan ke Tahap 3	(1.847)	(138.756)	140.603	-	*Transfer to Stage 3*
Pengukuran kembali	(19.843)	(34.306)	11.955	(42.194)	*Remeasurement*
Penghapusbukuan	-	-	(3)	(3)	*Write-off*
Dampak perubahan kurs	1.010	-	(291)	719	*Effect on exchange rate*
31 Desember 2024	**61.807**	**232.595**	**194.437**	**488.839**	***December 31, 2024***
Aset baru	73.904	16.092	-	89.996	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(51.049)	(76.702)	(26.243)	(153.994)	*Assets derecognized or repaid exclude write-off)*
Pengalihan ke Tahap 1	-	-	-	-	*Transfer to Stage 1*
Pengalihan ke Tahap 2	-	-	-	-	*Transfer to Stage 2*
Pengalihan ke Tahap 3	-	-	-	-	*Transfer to Stage 3*
Pengukuran kembali	1.535	(31.708)	14.720	(15.453)	*Remeasurement*
Penjualan kredit	(4)	(14)	(28.744)	(28.762)	*Penjualan kredit*
Dampak perubahan kurs	615	-	-	615	*Effect on exchange rate*
31 Desember 2025	**86.808**	**140.263**	**154.170**	**381.241**	***December 31, 2025***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

12. Kredit yang Diberikan (lanjutan)

l. Manajemen Bank berkeyakinan bahwa jumlah cadangan kerugian penurunan nilai yang dibentuk cukup untuk menutupi kemungkinan penurunan nilai kredit yang diberikan.

m. Informasi mengenai suku bunga kredit yang diberikan diungkapkan pada Catatan 3b. Informasi mengenai jatuh tempo kredit yang diberikan diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar kredit yang diberikan diungkapkan pada Catatan 35.

n. Pada tanggal-tanggal 31 Desember 2025 dan 2024, kredit pada pihak berelasi diungkapkan pada Catatan 36.

o. Informasi mengenai kredit yang diberikan berdasarkan jenis mata uang diungkapkan pada Catatan 38.

p. Selama tahun 2025 dan 2024, Bank telah menempuh berbagai langkah strategis dalam mengelola kredit bermasalahnya, antara lain melalui restrukturisasi kredit, eksekusi agunan, dan penjualan kredit.

***12. Loans** (continued)*

l. The Bank's management believes that the allowance for impairment losses provided is adequate to cover any possible impairment on loans.

m. Information in respect of interest rate of loans is disclosed in Note 3b. Information in respect of maturities of loans is disclosed in Note 3c. Information regarding the classification and fair value of loans is disclosed in Note 35.

n. As of December 31, 2025 and 2024, loans with related parties were disclosed in Note 36.

o. Information regarding the currency type of loans is disclosed in Note 38.

p. During 2025 and 2024, the Bank has taken various strategic steps to manage its non-performing loans, either through credit restructuring, collateral execution, and loans sale.

13. Efek-Efek

Rincian efek-efek pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

13. Securities

Details of securities as of December 31, 2025 and 2024 as follows:

	2025		
	Nilai nominal/ *Nominal Value*	Nilai tercatat/ *Carrying amount*	
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through other comprehensive income***
Pihak Ketiga			*Third Parties*
Rupiah			*Rupiah*
Obligasi pemerintah	325.000	341.234	*Government bonds*
Sekuritas Rupiah Bank Indonesia	800.000	793.292	*Bank Indonesia Rupiah Securities*
Total nilai wajar melalui penghasilan komprehensif lain	**1.125.000**	**1.134.526**	***Total fair value through other comprehensive income***
Biaya perolehan diamortisasi			***Amortized cost***
Pihak Ketiga			*Third Parties*
Rupiah			*Rupiah*
SKBDN	15.043	14.016	*SKBDN*
Valuta Asing			*Foreign currencies*
Sekuritas Valas Bank Indonesia	333.500	332.608	*Bank Indonesia Foreign Securities*
Total biaya perolehan diamortisasi	**348.543**	**346.624**	***Total amortized cost***
Total	**1.473.543**	**1.481.150**	***Total***
Cadangan kerugian penurunan nilai		-	*Allowance for Impairment Losses*
Neto		**1.481.150**	***Net***

13. Efek-Efek (lanjutan)

Rincian efek-efek pada tanggal 31 Desember 2025 dan 2024 sebagai berikut: (lanjutan)

13. *Securities (continued)*

Details of securities as of December 31, 2025 and 2024 as follows: (continued)

	2024		
	Nilai nominal/ *Nominal Value*	**Nilai tercatat/ *Carrying amount***	
Nilai wajar melalui penghasilan komprehensif lain			***Fair value through other comprehensive income***
Pihak Ketiga			*Third Parties*
Rupiah			*Rupiah*
Obligasi pemerintah	140.000	139.919	*Government bonds*
Sekuritas Rupiah Bank Indonesia	1.905.000	1.859.420	*Bank Indonesia Rupiah Securities*
Total nilai wajar melalui penghasilan komprehensif lain	**2.045.000**	**1.999.339**	***Total fair value through other comprehensive income***
Biaya perolehan diamortisasi			***Amortized cost***
Pihak Ketiga			*Third Parties*
Valuta Asing			*Foreign currencies*
Sekuritas Valas Bank Indonesia	160.950	160.686	*Bank Indonesia Foreign Securities*
Total biaya perolehan diamortisasi	**160.950**	**160.686**	***Total amortized cost***
Total	**2.205.950**	**2.160.025**	***Total***
Cadangan kerugian penurunan nilai		-	*Allowance for Impairment Losses*
Neto		**2.160.025**	***Net***

Rincian efek-efek adalah sebagai berikut:

Details of the securities are as follows:

	2025			
	Nilai nominal/ *Nominal value*	**Nilai tercatat/ *Carrying amount***	**Rentang tanggal jatuh tempo/ *Range of maturity***	**Frekuensi pembayaran bunga/ *Frequency of interest date***
Obligasi Pemerintah/ *Government Bonds*	325.000	341.234	15 Juli 2035/ *July 15, 2035*	6 bulan/*months*
SKBDN/ *SKBDN*	15.043	14.016	18 Desember 2026/ *December 18, 2026*	
Sekuritas Rupiah Bank Indonesia/ *Bank Indonesia Rupiah Securities*	800.000	793.292	2 Januari 2026 – 17 Juli 2026/ *January 2, 2026 – July 17, 2026*	
Sekuritas Valas Bank Indonesia/ *Bank Indonesia Foreign Securities*	333.500	332.608	21 Januari 2026 – 30 Januari 2026/ *January 21, 2026 – January 30, 2026*	

	2024			
	Nilai nominal/ *Nominal value*	**Nilai tercatat/ *Carrying amount***	**Rentang tanggal jatuh tempo/ *Range of maturity***	**Frekuensi pembayaran bunga/ *Frequency of interest date***
Obligasi Pemerintah/ *Government Bonds*	140.000	139.919	25 April/*April 25, 2025*	3 bulan/*months*
Sekuritas Rupiah Bank Indonesia/ *Bank Indonesia Rupiah Securities*	1.905.000	1.859.420	24 Januari 2025 - 12 Desember 2025/ *January 24, 2025 - December 12, 2025*	
Sekuritas Valas Bank Indonesia/ *Bank Indonesia Foreign Securities*	160.950	160.686	13 Januari/*January 13, 2026*	

13. Efek-Efek (lanjutan)

Rincian efek-efek adalah sebagai berikut:

Nilai wajar melalui penghasilan komprehensif lain didasarkan pada harga pasar efek yang tercatat pada tanggal pelaporan. Mutasi keuntungan/(kerugian) yang belum direalisasi akibat kenaikan/(penurunan) nilai wajar efek-efek dicatat sebagai bagian komponen ekuitas, sehingga Bank mengakui keuntungan/(kerugian) periode berjalan atas perubahan nilai wajar efek-efek, sedangkan penyesuaian reklasifikasi atas keuntungan/(kerugian) sudah termasuk dalam laba rugi.

Perubahan keuntungan/(kerugian) yang belum direalisasi atas efek-efek dalam kelompok nilai wajar melalui penghasilan komprehensif lain adalah sebagai berikut:

13. *Securities (continued)*

Details of the securities are as follows:

Fair values through other comprehensive income securities are based on market prices of listed securities at the reporting date. Movements of unrealized gains/(losses) resulting from the increase/(decrease) in fair value of marketable securities is recorded as part of the equity component, and the Bank recognized current period gain/(losses) from changes in fair value of marketable securities, whereas reclassification adjustment on gains/(losses) are included in profit or loss.

The changes of unrealized gains/(losses) on marketable securities in fair value through other comprehensive income:

	2025	**2024**	
Saldo awal	(201)	(61)	*Beginning balance*
Perubahan nilai wajar	11.792	(179)	*Changes in fair value*
Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laporan laba rugi	(2.594)	39	*Income tax of related accounts which will be reclassified to statement of profit or loss*
Saldo Akhir	**8.997**	**(201)**	***Ending balance***

Perubahan nilai tercatat bruto efek-efek selama tahun berjalan adalah sebagai berikut:

The changes in gross carrying amount on securities during the year are as follows:

	Tahap 1/ *Stage 1*	**Tahap 2/ *Stage 2***	**Tahap 3/ *Stage 3***	**Jumlah/ *Total***	
31 Desember 2023	**389.952**	**-**	**-**	**389.952**	***December 31, 2023***
Aset baru	2.020.106	-	-	2.020.106	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(250.030)	-	-	(250.030)	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	(3)	-	-	(3)	*Remeasurement*
31 Desember 2024	**2.160.025**	**-**	**-**	**2.160.025**	***December 31, 2024***
Aset baru	1.481.150	-	-	1.481.150	*New assets originated*
Aset dihentikan pengakuannya atau dilunasi (kecuali hapus buku)	(2.160.025)	-	-	(2.160.025)	*Assets derecognized or repaid (exclude write off)*
Pengukuran kembali	-	-	-	-	*Remeasurement*
31 Desember 2025	**1.481.150**	**-**	**-**	**1.481.150**	***December 31, 2025***

Manajemen Bank berpendapat bahwa cadangan kerugian penurunan nilai tidak diperlukan.

The Bank's management believes that no allowances for impairment losses is necessary.

Informasi mengenai suku bunga efek-efek diungkapkan pada Catatan 3b. Informasi mengenai jatuh tempo surat-surat berharga diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar efek-efek diungkapkan pada Catatan 35.

Information in respect of interest rate of securities is disclosed in Note 3b. Information in respect of maturities of securities is disclosed in Note 3c. Information regarding the classification and fair value of securities is disclosed in Note 35.

13. Efek-Efek (lanjutan)

Informasi mengenai efek-efek yang diberikan berdasarkan jenis mata uang diungkapkan pada Catatan 38.

Pada tanggal 31 Desember 2025 dan 2024, efek-efek sejumlah nominal masing-masing sebesar RpNihil dan Rp100.000 telah dijual dengan janji dibeli kembali (Catatan 22).

13. *Securities (continued)*

Information regarding the currency type of securities is disclosed in Note 38.

As of December 31, 2025 and 2024, securities with nominal RpNil and Rp100,000, respectively were sold under agreement to repurchase (Note 22).

14. Beban Dibayar Dimuka

Rincian beban dibayar dimuka pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Perolehan aset tetap	23.930	3.618	*Acquisition of fixed assets*
Pemeliharaan	20.811	16.437	*Maintenance*
Asuransi	4.874	3.578	*Insurance*
Bonus	2.026	5.678	*Bonus*
Lain-lain	8.958	13.887	*Others*
Total	**60.599**	**43.198**	***Total***

14. *Prepayments*

Details of prepayments as of December 31, 2025 and 2024 are as follows:

15. Aset Tetap dan Aset Hak Guna

Aset tetap dan aset hak guna pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025				
	Saldo awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Saldo akhir/ *Ending balance***	
Biaya perolehan:					***Cost:***
Tanah	53.429	-	-	53.429	*Land*
Gedung	5.415	-	-	5.415	*Buildings*
Renovasi dan perbaikan gedung	73.158	349	(20.125)	53.382	*Leasehold improvement*
Perlengkapan dan perabot kantor	207.777	17.680	(37.973)	187.484	*Office equipment, furniture and fixtures*
	339.779	18.029	(58.098)	299.710	
Aset hak guna	208.644	1.510	(8.212)	201.942	*Right-of-use assets*
Total biaya perolehan	548.423	19.539	(66.310)	501.652	*Total cost*
Akumulasi penyusutan					***Accumulated depreciation:***
Gedung	(3.126)	(198)	-	(3.324)	*Buildings*
Renovasi dan perbaikan gedung	(55.060)	(4.041)	16.702	(42.399)	*Leasehold improvement*
Perlengkapan dan perabot kantor	(177.873)	(14.141)	36.975	(155.039)	*Office equipment, furniture and fixtures*
	(236.059)	(18.380)	53.677	(200.762)	
Aset hak guna	(109.177)	(23.521)	3.059	(129.639)	*Right-of-use assets*
Total akumulasi penyusutan	(345.236)	(41.901)	56.736	(330.401)	*Total accumulated depreciation*
Nilai buku - neto	**203.187**			**171.251**	***Book value – net***

15. *Fixed Assets and Right-of-Use Assets*

Fixed assets and right-of-use assets as of December 31, 2025 and 2024 are as follows:

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

15. Aset Tetap dan Aset Hak Guna (lanjutan)

Aset tetap dan aset hak guna pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

15. *Fixed Assets and Right-of-Use Assets (continued)*

Fixed assets and right-of-use assets as of December 31, 2025 and 2024 are as follows: (continued)

	2024				
	Saldo awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Saldo akhir/ *Ending balance***	
Biaya perolehan:					***Cost:***
Tanah	53.429	-	-	53.429	*Land*
Gedung	5.415	-	-	5.415	*Buildings*
Renovasi dan perbaikan gedung	69.370	3.788	-	73.158	*Leasehold improvement*
Perlengkapan dan perabot kantor	194.875	13.960	(1.058)	207.777	*Office equipment, furniture and fixtures*
	323.089	17.748	(1.058)	339.779	
Aset hak guna	186.583	30.664	(8.603)	208.644	*Right-of-use assets*
Total biaya perolehan	509.672	48.412	(9.661)	548.423	*Total cost*
Akumulasi penyusutan					***Accumulated depreciation:***
Gedung	(2.928)	(198)	-	(3.126)	*Buildings*
Renovasi dan perbaikan gedung	(51.363)	(3.697)	-	(55.060)	*Leasehold improvement*
Perlengkapan dan perabot kantor	(148.702)	(30.209)	1.038	(177.873)	*Office equipment, furniture and fixtures*
	(202.993)	(34.104)	1.038	(236.059)	
Aset hak guna	(93.763)	(23.555)	8.141	(109.177)	*Right-of-use assets*
Total akumulasi penyusutan	(296.756)	(57.659)	9.179	(345.236)	*Total accumulated depreciation*
Nilai buku - neto	**212.916**			**203.187**	***Book value - net***

Beban penyusutan aset tetap dan aset hak guna yang dibebankan ke dalam beban umum dan administrasi sebesar Rp41.901 dan Rp57.659 untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024 (Catatan 33).

Depreciation expense of fixed assets and right-of-uses assets charged to general and administrative expenses amounted to Rp41,901 and Rp57,659 for the years ended December 31, 2025 and 2024, respectively (Note 33).

Rincian penjualan aset tetap adalah sebagai berikut:

Details of sale of fixed assets are as follows:

	2025	2024	
Hasil penjualan aset tetap	211	110	*Proceeds from sale of fixed assets*
Nilai buku	(4.421)	(20)	*Net book value*
(Rugi)/Laba penjualan aset tetap	**(4.210)**	**90**	***(Loss)/Gain on sale of fixed assets***

Pada tanggal 31 Desember 2025, seluruh hak kepemilikan atas tanah Bank adalah dalam bentuk Hak Guna Bangunan (HGB), yang memiliki sisa jangka waktu hak legal berkisar dari 2 tahun sampai dengan 20 tahun. Manajemen Bank berkeyakinan bahwa hak kepemilikan atas tanah tersebut dapat diperpanjang pada saat jatuh tempo.

As of December 31, 2025, all the Bank's land are in the form of Right to Build (Hak Guna Bangunan), which have a remaining period of legal rights ranging from 2 to 20 years. The Bank's management believes that the landrights can be extended upon expiry.

15. Aset Tetap dan Aset Hak Guna (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing sejumlah Rp153.992 dan Rp185.398.

Pada tanggal 31 Desember 2025, kendaraan, gedung, perlengkapan dan perabot kantor telah diasuransikan kepada PT Asuransi Harta Aman Pratama Tbk, PT Asuransi Mitra Pelindung Mustika, dan PT Sunday Insurance Indonesia melalui PT Marsh Indonesia dan pada tanggal 31 Desember 2024, kendaraan, gedung, perlengkapan dan perabot kantor diasuransikan kepada PT Sompo Insurance Indonesia dan Malacca Trust Insurance melalui PT Marsh Indonesia terhadap semua risiko kehilangan atau kerusakan fisik dengan nilai pertanggungan masing-masing sejumlah Rp132.798 dan Rp140.472 untuk 31 Desember 2025 dan 2024.

Manajemen Bank berkeyakinan bahwa nilai pertanggungan aset tetap yang diasuransikan adalah cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan. Manajemen Bank juga berkeyakinan tidak terdapat penurunan nilai aset tetap selama tahun berjalan.

Pada tanggal 31 Desember 2025 dan 2024, tidak ada aset tetap yang dijadikan jaminan.

Aset hak guna per 31 Desember 2025 dan 2024 adalah sebagai berikut:

***15. Fixed Assets and Right-of-Use Assets** (continued)*

As of December 31, 2025, and December 31, 2024, fixed assets that have been fully depreciated yet still being used amounted to Rp153,992 and Rp185,398, respectively.

As of December 31, 2025, motor vehicles, buildings and office equipment were insured with PT Asuransi Harta Aman Pratama Tbk, PT Asuransi Mitra Pelindung Mustika, dan PT Sunday Insurance Indonesia through PT Marsh Indonesia and as of December 31, 2024, motor vehicles, buildings and office equipment were insured with PT Sompo Insurance and Malacca Trust Insurance through PT Marsh Indonesia against all risks of physical loss or damage for sum insured of Rp132,798 and Rp140,472 as of December 31, 2025 and 2024, respectively.

The Bank's management believes that the insurance coverage is adequate to cover possible losses on the assets insured. The Bank's management also believes that there was no impairment of fixed assets during the year.

As of December 31, 2025 and 2024, there are no fixed assets pledged as collateral.

Right-of-use assets as of December 31, 2025 and 2024 are as follows:

2025

	Saldo awal/ *Beginning Balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Saldo akhir/ *Ending balance*	
Biaya perolehan:					***Cost:***
Gedung	182.570	1.500	(8.212)	175.858	*Buildings*
Kendaraan bermotor	2.240	-	-	2.240	*Vehicles*
Lainnya	23.834	10	-	23.844	*Others*
	208.644	1.510	(8.212)	201.942	
Akumulasi penyusutan:					***Accumulated depreciation:***
Gedung	(89.039)	(19.202)	3.059	(105.182)	*Buildings*
Kendaraan bermotor	(1.867)	(373)	-	(2.240)	*Vehicles*
Lainnya	(18.271)	(3.946)	-	(22.217)	*Others*
	(109.177)	(23.521)	3.059	(129.639)	
Nilai buku - neto	**99.467**			**72.303**	***Book value - net***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

15. Aset Tetap dan Aset Hak Guna (lanjutan)

Aset hak guna per 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

***15. Fixed Assets and Right-of-Use Assets** (continued)*

Right-of-use assets as of December 31, 2025 and 2024 are as follows: (continued)

2024

	Saldo awal/ *Beginning Balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Saldo akhir/ *Ending balance*	
Biaya perolehan:					***Cost:***
Gedung	167.082	23.611	(8.123)	182.570	*Buildings*
Kendaraan bermotor	2.720	-	(480)	2.240	*Vehicles*
Lainnya	16.781	7.053	-	23.834	*Others*
	186.583	30.664	(8.603)	208.644	
Akumulasi penyusutan:					***Accumulated depreciation:***
Gedung	(78.490)	(18.211)	7.662	(89.039)	*Buildings*
Kendaraan bermotor	(1.628)	(718)	479	(1.867)	*Vehicles*
Lainnya	(13.645)	(4.626)	-	(18.271)	*Others*
	(93.763)	(23.555)	8.141	(109.177)	
Nilai buku - neto	**92.820**			**99.467**	***Book value - net***

16. Aset Takberwujud

Aset tak berwujud pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

16. Intangible Assets

Intangible assets as of December 31, 2025 and 2024 are as follows:

2025

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Saldo akhir/ *Ending balance*	
Biaya perolehan:					***Cost:***
Perangkat lunak	110.006	4.449	(19.684)	94.771	*Software*
Lisensi penggunaan perangkat lunak	66.703	60	(28.516)	38.247	*Software license*
	176.709	4.509	(48.200)	133.018	
Akumulasi amortisasi:					***Accumulated amortization:***
Perangkat lunak	(70.922)	(8.077)	19.665	(59.334)	*Software*
Lisensi penggunaan perangkat lunak	(45.238)	(4.001)	26.426	(22.813)	*Software license*
	(116.160)	(12.078)	46.091	(82.147)	
Nilai buku - neto	**60.549**			**50.871**	***Book value - net***

2024

	Saldo awal/ *Beginning balance*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Saldo akhir/ *Ending balance*	
Biaya perolehan:					***Cost:***
Perangkat lunak	105.828	4.178	-	110.006	*Software*
Lisensi penggunaan perangkat lunak	58.583	8.120	-	66.703	*Software license*
	164.411	12.298	-	176.709	
Akumulasi amortisasi:					***Accumulated amortization:***
Perangkat lunak	(62.883)	(8.039)	-	(70.922)	*Software*
Lisensi penggunaan perangkat lunak	(41.636)	(3.602)	-	(45.238)	*Software license*
	(104.519)	(11.641)	-	(116.160)	
Nilai buku - neto	**59.892**			**60.549**	***Book value - net***

16. Aset Takberwujud (lanjutan)

Beban amortisasi yang dibebankan dalam beban umum dan administrasi sejumlah Rp12.078 dan Rp11.641 untuk tahun 2025 dan 2024 (Catatan 33).

Pada tanggal 31 Desember 2025 dan 2024, aset takberwujud yang telah diamortisasi penuh dan masih digunakan masing-masing sejumlah Rp39.195 dan Rp78.125.

Pada tanggal 31 Desember 2025 dan 2024, seluruh aset tak berwujud tidak mengalami penurunan nilai.

17. Agunan yang Diambil Alih

Rincian dalam akun ini adalah:

	2025	2024	
Agunan yang diambil alih	-	271.237	*Foreclosed assets*
Cadangan kerugian penurunan nilai	-	(35.196)	*Allowance for impairment losses*
Total	**-**	**236.041**	***Total***

Perubahan cadangan kerugian penurunan nilai agunan yang diambil alih selama tahun berjalan adalah sebagai berikut:

	2025	2024	
Saldo awal tahun	35.196	35.319	*Balance beginning of year*
Penjualan selama tahun berjalan	(35.196)	-	*Sales during the year*
Pemulihan	-	(123)	*Reversal*
Saldo akhir tahun	**-**	**35.196**	***Balance end of year***

Pada tanggal 31 Desember 2024, Bank memiliki bank garansi dari pihak berelasi yaitu Qatar National Bank (Q.P.S.C). Bank Garansi akan menutupi kemungkinan kerugian terhadap risiko kerugian atas penurunan nilai dari penjualan aset yang diambil alih dengan nilai dari bank garansi tersebut Rp179.380. Bank garansi ini akan digunakan oleh Bank dengan cara mengajukan klaim dari Qatar National Bank (Q.P.S.C) sejumlah selisih antara nilai buku dari aset yang diambil alih yang tercatat pada 31 Desember 2018 dengan harga jual setelah dikurangi biaya-biaya penjualan. Pengajuan klaim dapat dilakukan lebih dari sekali, namun jumlah agregat tidak melebihi nilai dari bank garansi. Pada tanggal 31 Desember 2024, Bank menerima addendum perjanjian bank garansi dengan Qatar National Bank (Q.P.S.C) yang berlaku sampai dengan 30 Juni 2025. Pada tanggal 31 Desember 2025, agunan yang diambil alih (AYDA) sudah terjual dengan harga jual Rp55.743 dan biaya-biaya sehubungan dengan penjualan sebesar Rp3.951, sehingga Bank mengakui adanya kerugian dari penjualan AYDA setelah klaim bank garansi sebesar Rp4.869.

***16. Intangible Assets** (continued)*

Amortization expense charged to general and administrative expenses amounted to Rp12.078 and Rp11,641 for the year 2025 and 2024 (Note 33).

As of December 31, 2025 and 2024, intangible assets that have been fully amortized yet still being used amounted to Rp39,195 and Rp78,125, respectively.

As of December 31, 2025 and 2024, all intangible assets are not impaired.

17. Foreclosed Assets

Details are as follows:

The changes in allowance for impairment losses on foreclosed assets during the year are as follows:

On December 31, 2024, the Bank has a bank guarantee from Qatar National Bank (Q.P.S.C.), a related party. The bank guarantee will cover potential losses in case of the reduction of the foreclosed asset value from sales of foreclosed assets with value of the bank guarantee amounting to Rp179,380. This bank guarantee will be used by the Bank to make claims from Qatar National Bank (Q.P.S.C) amounting to the difference between book value of the foreclosed asset as of December 31, 2018 and its sales price after related costs. Multiple claims can be made but the aggregate amount should not exceed the value of the bank guarantee. On December 31, 2024, the Bank has received an addendum of the bank guarantee agreement with Qatar National Bank (Q.P.S.C) which is valid until June 30, 2025. As of December 31, 2025, the foreclosed collateral (AYDA) was sold at a selling price of Rp55,743 and costs related to the sale amounting to Rp3,951, so the Bank recognized a loss from the sale of AYDA after the bank guarantee claim amounting to Rp4,869.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

17. Agunan yang Diambil Alih (lanjutan)

Pada tanggal 31 Desember 2024, nilai tercatat agunan yang diambil alih (AYDA) Rp236.041. Sedangkan pada tanggal 31 Desember 2024, nilai wajar agunan yang diambil alih sebesar Rp340.803.

Sepanjang tahun 2025 dan 2024, Bank melakukan penjualan agunan yang diambil alih dengan nilai bersih masing-masing sebesar Rp236.041 dan Rp414.630.

Manajemen Bank berkeyakinan bahwa cadangan kerugian penurunan nilai yang telah dibentuk tahun 2024 cukup untuk menutup kemungkinan kerugian atas agunan yang diambil alih.

Pada tanggal 31 Desember 2025, Bank tidak memiliki agunan yang diambil alih. Pada tanggal tersebut, seluruh agunan yang sebelumnya diambil alih telah diselesaikan melalui penjualan kepada pihak ketiga.

Penilaian nilai wajar atas tanah dan bangunan untuk tanggal yang berakhir 31 Desember 2024 dilakukan oleh penilai independen eksternal Kantor Jasa Penilai Publik (“KJPP”) Firman, Suryantoro, Sugeng, Suzy, Hartomo & Rekan dan Penilai Internal.

Nilai wajar untuk tujuan pengukuran pengakuan awal dan pengukuran setelah pengakuan awal (Catatan 2q) agunan yang diambil alih dinilai oleh KJPP, penilai properti independen eksternal, yang memenuhi kualifikasi profesional dan berpengalaman di lokasi dan kategori aset yang dinilai.

Penilaian dilakukan berdasarkan Standar Penilaian Indonesia (SPI 2018) untuk tujuan pelaporan keuangan. Nilai wajar ditentukan dengan menggunakan hirarki dan input-input yang digunakan dalam teknis penilaian untuk aset non-keuangan:

- Tingkat 1: Input yang berasal dari harga kuotasian (tanpa penyesuaian) dalam pasar aktif untuk aset yang identik.
- Tingkat 2: Input selain harga kuotasian pasar dalam level 1 yang dapat diobservasi baik secara langsung maupun tidak langsung.
- Tingkat 3: Input yang tidak dapat diobservasi.

***17. Foreclosed Assets** (continued)*

As of December 31, 2024, the carrying value of foreclosed assets amounted to Rp236,041, respectivelyw. Meanwhile, as of December 31, 2024, the fair value of foreclosed assets amounted to Rp340,803.

During 2025 and 2024, the Bank sold foreclosed assets with a net value amounting to Rp236,041 and Rp414,630, respectively.

The Bank’s management believes that the 2024 allowance for impairment losses was adequate to cover possible losses on foreclosed assets.

As of December 31, 2025, the Bank did not have any foreclosed assets. As of that date, all foreclosed assets previously acquired by the Bank had been settled through sales to third parties.

The fair valuations of land and building for the years ended December 31, 2024 are perfomed by the following external independent appraiser, Office of Public Appraisal Service (“KJPP”) Firman, Suryantoro, Sugeng, Suzy, Hartomo & Rekan and Internal Appraiser.

The fair values for the purposes of the measurement at initial recognition and the measurement subsequent to the initial recognition (Note 2q) of foreclosed assets were determined by KJPP, an external independent property appraiser, who fulfills the professional qualifications and experience in the location and category of the assets being valued.

Valuations are performed based on Indonesian Valuation Standards (SPI 2018) for purposes of financial reporting. Fair values are determined using the following hierarchy of input used in the valuation techniques for non-financial assets:

- *Level 1: Inputs that are quoted prices (unadjusted) in active markets for identical assets.*
- *Level 2: Inputs other than quoted market price included in level 1 that are observable either directly or indirectly.*
- *Level 3: Inputs that are unobservable.*

17. Agunan yang Diambil Alih (lanjutan)

Nilai wajar adalah berdasarkan pendekatan data pasar dengan membandingkan harga-harga aset yang serupa yang dapat diobservasi. Harga pasar yang paling mendekati disesuaikan dengan perbedaan atribut-atribut utama, seperti: ukuran tanah dan bangunan, lokasi, tingkat hunian, kondisi fisik, faktor depresiasi dan biaya penggantian. Pengukuran nilai wajar juga mempertimbangkan penggunaan tertinggi dan terbaik *(highest and best use)* dari aset yang dinilai.

Selama tahun 2024, pengukuran nilai wajar di atas dikategorikan sebagai nilai wajar Level 2 berdasarkan input-input dalam teknik penilaian yang digunakan.

***17. Foreclosed Assets** (continued)*

The fair values are based on market data approach by comparing observable market prices of similar assets. Market prices in close proximity are adjusted for differences in key attributes such as: land and buildings size, location, occupancy rate, physical conditions, depreciation factors and replacement costs. These fair value measurement also considers highest and best use of the asset being valued.

During 2024, the above fair value measurement has been categorized as a Level 2 fair value based on the inputs to the valuation technique used.

18. Aset Lain-lain - neto

Aset lain-lain terdiri atas:

18. Other Assets - net

Other assets consists of:

	2025	2024	
Piutang bunga	81.416	81.535	*Interest receivable*
Setoran jaminan	6.815	6.819	*Security deposits*
Properti terbengkalai	255	6.543	*Abandoned property*
Lain-lain	50.160	14.614	*Others*
Total	**138.646**	**109.511**	***Total***

19. Liabilitas Segera

Liabilitas segera terdiri atas:

19. Liabilities Payable on Demand

Liabilities payable on demand consists of:

	2025	2024	
Utang pajak	12.859	9.073	*Tax payables*
Lain-lain	490	11.949	*Others*
Total	**13.349**	**21.022**	***Total***

20. Simpanan dari Nasabah

20. Deposits from Customers

	2025			
	Pihak berelasi/ *Related parties*	**Pihak ketiga/ *Third parties***	**Total**	
Rupiah				***Rupiah***
Giro	4.170	279.419	283.589	*Demand deposits*
Tabungan	850	520.125	520.975	*Saving deposits*
Deposito berjangka dan deposito *on call*	1.438	2.441.464	2.442.902	*Time deposits and on call deposits*
	6.458	3.241.008	3.247.466	
Valuta asing				***Foreign currencies***
Giro	27.795	571.203	598.998	*Demand deposits*
Deposito berjangka dan deposito *on call*	83.375	4.208.169	4.291.544	*Time deposits and on call deposits*
	111.170	4.779.372	4.890.542	
Total	**117.628**	**8.020.380**	**8.138.008**	***Total***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

20. Simpanan dari Nasabah

20. Deposits from Customers

	2024			
	Pihak berelasi/ *Related parties*	**Pihak ketiga/ *Third parties***	**Total**	
Rupiah				***Rupiah***
Giro	1.659	197.494	199.153	*Demand deposits*
Tabungan	596	371.246	371.842	*Saving deposits*
Deposito berjangka dan deposito *on call*	423	2.950.396	2.950.819	*Time deposits and on call deposits*
	2.678	3.519.136	3.521.814	
Valuta asing				***Foreign currencies***
Giro	15.276	1.407.425	1.422.701	*Demand deposits*
Deposito berjangka dan deposito *on call*	80.475	2.316.888	2.397.363	*Time deposits and on call deposits*
	95.751	3.724.313	3.820.064	
Total	**98.429**	**7.243.449**	**7.341.878**	***Total***

Saldo deposito berjangka dan deposito *on call* berdasarkan periodenya:

The amount of time deposits and on call deposits based on period:

	2025			2024			
	Rupiah	**Valuta asing/ *Foreign currencies***	**Total**	**Rupiah**	**Valuta asing/ *Foreign currencies***	**Total**	
Kurang dari 1 bulan	855.418	2.832.749	3.688.167	1.044.716	1.249.137	2.293.853	*Less than 1 month*
> 1 - 3 bulan	639.678	868.095	1.507.773	1.153.641	895.706	2.049.347	*> 1 - 3 months*
> 3 - 6 bulan	558.749	581.977	1.140.726	425.549	53.570	479.119	*> 3 - 6 months*
> 6 - 12 bulan	159.057	6.574	165.631	246.913	52.088	299.001	*> 6 - 12 months*
On call	230.000	2.149	232.149	80.000	146.862	226.862	*On call*
Total	**2.442.902**	**4.291.544**	**6.734.446**	**2.950.819**	**2.397.363**	**5.348.182**	***Total***

Pada tanggal 31 Desember 2025 dan 2024, jumlah deposito yang dijadikan sebagai jaminan kredit yang diberikan adalah masing-masing sebesar Rp149.886 dan Rp377.036 (Catatan 12).

As of December 31, 2025 and 2024, time deposits pledged as loan collateral amounted to Rp149,886 and Rp377,036, respectively (Note 12).

Informasi mengenai suku bunga simpanan dari nasabah diungkapkan pada Catatan 3b. Informasi mengenai jatuh tempo simpanan dari nasabah diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar simpanan dari nasabah diungkapkan pada Catatan 35. Simpanan dari pihak berelasi diungkapkan pada Catatan 36.

Information in respect of interest rate of deposits from customers is disclosed in Note 3b. Information in respect of maturities of deposits from customers is disclosed in Note 3c. Information regarding the classification and fair value of deposits from customers is disclosed in Note 35. Deposits from related parties are disclosed in Note 36.

Informasi mengenai simpanan dari nasabah yang diberikan berdasarkan jenis mata uang diungkapkan pada Catatan 38.

Information regarding the currency type of deposits from customers is disclosed in Note 38.

21. Simpanan dari Bank Lain / *21. Deposits from Other Banks*

	2025	2024	
Rupiah			***Rupiah***
Pihak berelasi			*Related Parties*
Giro (Catatan 36)	3.349	574	*Demand deposits (Note 36)*
Pihak ketiga			*Third parties*
Giro	2	4	*Demand deposits*
	3.351	**578**	
Mata Uang Asing			***Foreign Currencies***
Pihak berelasi			*Related Parties*
Interbank Call Money	-	321.900	*Interbank Call Money*
Pihak ketiga			*Third parties*
Giro	-	13	*Demand deposits*
	-	**321.913**	
Total	**3.351**	**322.491**	***Total***

Informasi mengenai suku bunga simpanan dari bank lain diungkapkan pada Catatan 3b. Informasi mengenai jatuh tempo simpanan dari bank lain diungkapkan pada Catatan 3c. Informasi mengenai klasifikasi dan nilai wajar simpanan dari bank lain diungkapkan pada Catatan 35. Simpanan dari pihak berelasi diungkapkan pada Catatan 36.

Information in respect of interest rate of deposits from other banks is disclosed in Note 3b. Information in respect of maturities of deposits from other banks is disclosed in Note 3c. Information regarding the classification and fair value of deposits from other banks is disclosed in Note 35. Deposits from related parties are disclosed in Note 36.

Informasi mengenai simpanan dari bank lain berdasarkan jenis mata uang diungkapkan pada Catatan 38.

Information regarding the currency type of deposits from other banks is disclosed in Note 38.

22. Efek-efek yang Dijual dengan Janji Dibeli Kembali / *22. Securities Sold Under Agreements to Repurchase*

Efek-efek yang dijual dengan janji dibeli kembali pada tanggal 31 Desember 2024 sebagai berikut:

Securities sold under agreements to repurchase as of December 31, 2024 as follows:

2024								
Nasabah/ ***Counterparty***	**Efek yang mendasari/** ***Underlying securities***	**Nilai nominal/** ***Nominal amount***	**Rentang tanggal penjualan/** ***Range of sell date***	**Rentang tanggal jatuh tempo/** ***Range of due date***	**Nilai jual/** ***Sale amount***	**Nilai pembelian kembali/** ***Repurchase amount***	**Beban bunga yang belum direalisasi/** ***Unrealized interest expense***	**Nilai tercatat/** ***Carrying value***
Bank Indonesia	Obligasi pemerintah/ *Government bonds*	100.000	30 Des 2024/ *Dec 30, 2024*	6 Jan 2025/ *Jan 6, 2025*	95.873	95.990	117	95.873

23. Pajak Penghasilan / *23. Income Tax*

a. Beban pajak penghasilan terdiri dari:

a. *The components of income tax expense are as follows:*

	2025	2024	
Pajak kini	-	-	*Current tax*
Pajak tangguhan	(99.168)	(30.722)	*Deferred tax*
Total	**(99.168)**	**(30.722)**	***Total***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

23. Pajak Penghasilan (lanjutan) / *23. Income Tax (continued)*

b. Berdasarkan Undang-Undang perpajakan di Indonesia, Bank menghitung dan melaporkan/menyetorkan pajak berdasarkan sistem *self-assesment*. Direktorat Jendral Pajak (DJP) dapat menetapkan atau mengubah liabilitas pajak dalam waktu 5 (lima) tahun sejak saat terutangnya pajak.

b. Under the Indonesian taxation laws, the Bank submits tax returns on a self-assessment basis. The Directorate General of Tax (DJP) may assess or amend taxes within 5 (five) years since the tax becomes due.

c. Rekonsiliasi antara rugi sebelum manfaat pajak penghasilan yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain dengan rugi kena pajak untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

c. The reconciliation between loss before income tax benefit as presented in the statement profit or loss and other comprehensive income and taxable loss for the year ended December 31, 2025 and 2024, is as follows:

	2025	2024	
Laba sebelum beban pajak penghasilan	**50.845**	**86.410**	***Profit before income tax expense***
Beda waktu:			***Timing differences:***
Cadangan kerugian penurunan nilai kredit	(360.927)	(34.329)	*Allowance for impairment losses on loans*
Cadangan kerugian penurunan lainnya	205	(8)	*Other allowance for impairment losses*
Bonus dan tunjangan yang masih harus dibayar	11.498	(9.691)	*Accrued bonus and allowances*
Akrual promosi	1.149	-	*Promotional accrual*
Imbalan pasca-kerja	(15.108)	10.813	*Post-employment benefits*
Penyusutan aset hak guna dan beban bunga liabilitas sewa	2.132	6.800	*Depreciation of right-of-use assets and interest expense of lease liability*
Cadangan kerugian penurunan nilai agunan yang diambil alih	(35.196)	(123)	*Allowance for impairment losses on foreclosed assets*
Penyusutan aset tetap dan amortisasi aset takberwujud	(1.696)	(2.827)	*Depreciation of fixed assets and amortization of intangible assets*
	(397.943)	(29.365)	
Beda tetap			***Permanent differences***
Bentuk natura dan kenikmatan	75	25	*Benefits in kind*
Kerugian penjualan aset tetap	(1.864)	-	*Loss on sale of* fixed assets
Rekonsiliasi PPh 21	1.120	-	*PPh 21 Reconciliation*
Lain-lain	-	1	*Others*
	(669)	26	
Laba kena pajak	(347.767)	57.071	*Taxable income*
Akumulasi rugi fiskal tahun sebelumnya	(2.326.280)	(2.546.239)	*Prior year's accumulated tax loss carry forward*
Penyesuaian pemeriksaan pajak:			*Tax audit adjustment:*
Tahun 2019	-	107.970	*Year 2019*
Tahun 2020	-	54.918	*Year 2020*
Total rugi fiskal	**(2.674.047)**	**(2.326.280)**	***Total fiscal loss***

Perhitungan Pajak Penghasilan Badan untuk tahun yang berakhir tanggal 31 Desember 2025 adalah estimasi untuk pengisian SPT Tahunan 2025 dan perhitungan Pajak Penghasilan Badan 2024 adalah sesuai dengan SPT Tahunan Bank.

The calculations of Corporate Income Tax for the year ended December 31, 2025 are estimated numbers for 2025 Annual Tax Return and 2024 Corporate Income Tax which conform to the Bank's Annual Tax Return.

23. Pajak Penghasilan (lanjutan)

d. Rekonsiliasi antara hasil perkalian rugi sebelum beban pajak penghasilan dengan tarif pajak yang berlaku dan manfaat pajak penghasilan adalah sebagai berikut:

23. Income Tax (continued)

d. The reconciliation between loss before income tax expense multiplied by the prevailing tax rate and income tax benefit are as follows:

	2025	**2024**	
Laba sebelum beban pajak penghasilan	50.845	86.410	*Profit before income tax benefit*
Tarif pajak yang berlaku	22%	22%	*Prevailing tax rate*
	(11.186)	(19.010)	
Beda permanen dengan tarif pajak 22%	147	(6)	*Permanent differences at 22% tax rate*
Dampak aset pajak tangguhan yang diakui	(88.129)	(11.756)	*Impact of recognized deferred tax assets*
Beban pajak	**(99.168)**	**(30.772)**	***Income tax expenses***

e. Rincian aset pajak tangguhan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

e. The details of the deferred tax assets as of December 31, 2025 and 2024, are as follows:

	2024	**Diakui pada laba rugi/ *Recognized in profit or loss***	**Diakui pada penghasilan komprehensif lain/*Recognized in other comprehensive loss income***	**2025**	
Aset (liabilitas) pajak tangguhan:					***Deferred tax assets (liabilities):***
Liabilitas imbalan pasca-kerja	16.663	(3.324)	69	13.408	*Post-employment benefits obligation*
Cadangan kerugian penurunan nilai nilai aset keuangan	79.404	(79.404)	-	-	*Allowance for impairment losses on financial assets*
Bonus dan tunjangan yang masih harus dibayar	4.155	2.782	-	6.937	*Accrued bonus and allowance*
Selisih nilai buku aset tetap, aset hak guna dan aset tak berwujud antara dasar pengenaan pajak dan akuntansi	5.609	96	-	5.705	*Differences in net book value of fixed assets, right-of-use assets and intangible assets between tax and accounting bases*
Cadangan kerugian penurunan nilai agunan yang diambil alih	7.743	(7.743)	-	-	*Allowance for impairment losses on foreclosed assets*
Rugi belum direalisasi dari perubahan nilai wajar efek-efek yang tersedia untuk dijual	57	-	(2.594)	(2.537)	*Unrealized loss from changes in fair value of available-for-sale securities*
Kerugian pajak tahun berjalan	135.491	(11.621)	-	123.870	*Current tax loss*
Cadangan kerugian penurunan lainnya	2	46	-	48	*Other Allowance for impairment losses*
Aset pajak tagguhan - neto	**249.124**	**(99.168)**	**(2.525)**	**147.431**	***Deferred tax assets - net***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

23. Pajak Penghasilan (lanjutan)

e. Rincian aset pajak tangguhan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

23. Income Tax (continued)

e. The details of the deferred tax assets as of December 31, 2025 and 2024, are as follows: (continued)

	2023	**Diakui pada laba rugi/ *Recognized in profit or loss***	**Diakui pada penghasilan komprehensif lain/*Recognized in other comprehensive loss income***	**2024**	
Aset (liabilitas) pajak tangguhan:					***Deferred tax assets (liabilities):***
Liabilitas imbalan pasca-kerja	14.781	2.379	(497)	16.663	*Post-employment benefits obligation*
Cadangan kerugian penurunan nilai nilai aset keuangan	86.956	(7.552)	-	79.404	*Allowance for impairment losses on financial assets*
Bonus dan tunjangan yang masih harus dibayar	6.287	(2.132)	-	4.155	*Accrued bonus and allowance*
Selisih nilai buku aset tetap, aset hak guna dan aset tak berwujud antara dasar pengenaan pajak dan akuntansi	4.736	873	-	5.609	*Differences in net book value of fixed assets, right-of-use assets and intangible assets between tax and accounting bases*
Cadangan kerugian penurunan nilai agunan yang diambil alih	7.770	(27)	-	7.743	*Allowance for impairment losses on foreclosed assets*
Rugi belum direalisasi dari perubahan nilai wajar efek-efek yang tersedia untuk dijual	18	-	39	57	*Unrealized loss from changes in fair value of available-for-sale securities*
Kerugian pajak tahun berjalan	159.802	(24.311)	-	135.491	*Current tax loss*
Cadangan kerugian penurunan lainnya	4	(2)	-	2	*Other Allowance for impairment losses*
Aset pajak tagguhan - neto	**280.354**	**(30.772)**	**(458)**	**249.124**	***Deferred tax assets - net***

f. Manajemen Bank berkeyakinan bahwa seluruh aset pajak tangguhan diatas kemungkinan besar dapat direalisasi pada tahun-tahun mendatang.

f. The Bank's management believes that total deferred tax assets above are probable to be realized in the future years.

g. Pada tanggal 31 Desember 2025 dan 2024, Bank memiliki akumulasi rugi fiskal untuk tahun 2025 dan 2024 sebesar Rp2.674.047 dan Rp2.326.280 yang akan berakhir di tahun antara 2026 - 2030.

g. As of December 31, 2025 and 2024, the Bank has tax loss carryforward for fiscal years 2025 and 2024 amounting to Rp2,674,047 and Rp2,326,280 which will expire between 2026 - 2030.

h. Pada tanggal 31 Desember 2025, aset pajak tangguhan atas rugi fiskal yang belum dikompensasi sebesar Rp123.870 diakui karena laba fiskal pada masa mendatang akan tersedia untuk dikompensasi dimana Bank bisa memanfaatkan keuntungan dari hal ini.

h. As of December 31, 2025, deferred tax asset on tax loss carryforward amounting to Rp123.870 have been recognized because future taxable profits will be available against which the Bank can utilize the benefits there from.

23. Pajak Penghasilan (lanjutan)

Audit Pajak Tahun 2019

Pada tanggal 23 September 2023, Direktorat Jenderal Pajak (“DJP”) menerbitkan surat pemberitahuan pemeriksaan lapangan untuk tahun pajak 2019 kepada Bank. Atas pemeriksaan tersebut, DJP berdasarkan Surat Ketetapan Pajak ("SKP") dan Surat Tagihan Pajak ("STP") tanggal 20 Mei 2024, menetapkan kekurangan pembayaran pajak dengan rincian sebagai berikut:

- STP Pajak Pertambahan Nilai (“PPN”) sebesar Rp4.911;
- SKP Pajak Pertambahan Nilai (“PPN”) sebesar Rp70.556;
- SKP Pajak Penghasilan Badan sebesar Rp107.970.

Atas audit pajak tahun 2019, Bank telah melakukan pembayaran penuh atas STP PPN sebesar Rp4.911 pada tanggal 12 Juni 2024 dan dicatat sebagai bagian dari beban dibayar dimuka (Catatan 14) sedangkan SKP PPN sebesar Rp70.556 belum dilakukan pembayaran oleh Bank. Bank telah mengirimkan Surat Keberatan Pajak kepada Kantor Pajak atas hasil dari audit pajak tersebut pada tanggal 7 Agustus 2024.

Pada tanggal 2 Mei 2025 Bank telah menerima Surat Keputusan Keberatan atas Surat Ketetapan Pajak Kurang Bayar ("SKPKB") yang menyatakan bahwa DJP mengabulkan keberatan seluruh wajib pajak sehingga SKP PPN menjadi Nihil.

Atas Surat Keputusan Keberatan ini pada tanggal 30 September 2025, Bank telah menerima Surat Keputusan Pengembalian Kelebihan Pembayaran Pajak dimana Bank telah menerima Pengembalian STP PPN sebesar Rp4.911 pada 7 Oktober 2025.

Atas SKP Pajak Penghasilan Badan sebesar Rp107.970 telah dikompensasikan dengan akumulasi rugi fiskal sehingga tidak ada pembayaran pajak yang dilakukan untuk pembayaran atas koreksi SKP Pajak Penghasilan Badan.

***23. Income Tax** (continued)*

Tax Audit Year 2019

On September 23, 2023, the Directorate General of Taxes (“DJP”) has issued a notification letter of tax audit for year 2019 to Bank. DJP based on the Tax Assessment Letter (“SKP”) and Tax Collection Letter (“STP”) dated May 20, 2024, assign the underpayment of tax with following details:

- *STP Value Added Tax (“VAT”) amounting to Rp4,911;*
- *SKP Value Added Tax (“VAT”) amunting to Rp70,556;*
- *SKP Corporate Income Tax amounting to Rp107,970.*

For tax audit year 2019, the Bank has made full payment for STP VAT amounting to Rp4,911 on June 12, 2024 and recorded as part of prepayments (Note 14) while the SKP VAT amounting to Rp70,556 has not been paid by the Bank. The Bank has been submitted an Objection Letter regarding the result of tax audit to the Tax Office on August 7, 2024.

On May 2, 2025 the Bank received the Objection Decision Letter concerning the Tax Underpayment Assessment Letter (“SKPKB”), stating that DJP fully accepted the Tax payer’s Objection, resulting in the VAT assessment becoming Nil.

Following the Objection Decision Letter on September 30, 2025, the Bank received the Tax Overpayment Refund Decision letter, under which the Bank received a refund of the VAT Tax Collection Letter Refund of the VAT Tax Collection Letter amounting to Rp4,911 on October 7, 2025.

For the SKP Corporate Income Tax amounting to Rp107,970 has been compensated to tax loss carried forward, therefore there is no tax payment paid by the Bank to the Tax Office related to the amendment of SKP Corporate Income Tax.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

23. Pajak Penghasilan (lanjutan)

Audit Pajak Tahun 2020

Pada tanggal 7 Agustus 2023, DJP menerbitkan Surat Pemberitahuan Pemeriksaan Lapangan untuk tahun pajak 2020 kepada Bank. Atas pemeriksaan pajak tersebut, DJP berdasarkan SKP dan STP tanggal 22 November 2024 menetapkan kekurangan pembayaran pajak dengan rincian sebagai berikut:

- SKP PPh sebesar Rp276;
- STP PPN sebesar Rp7.655;
- SKP PPN sebesar Rp109.323;
- SKP Pajak Penghasilan Badan sebesar Rp54.918.

Atas audit pajak tahun 2020, Bank telah melakukan pembayaran penuh atas SKP PPh dan STP PPN masing-masing sebesar Rp276 dan Rp7.655 pada tanggal 12 Desember 2024 dan dicatat masing-masing sebagai bagian dari beban operasional lainnya dan beban dibayar dimuka (Catatan 14) sedangkan SKP PPN sebesar Rp109.323 sudah dibayarkan sebagian sebesar Rp103 dan dicatat sebagai bagian dari beban operasional lainnya dan sisanya sebesar Rp109.220 belum dilakukan pembayaran oleh Bank. Bank telah mengirimkan Surat Keberatan Pajak kepada Kantor Pajak atas hasil dari audit pajak tersebut pada tanggal 20 Februari 2025.

Pada tanggal 3 Desember 2025 Bank telah menerima Surat Keputusan Keberatan atas Surat Ketetapan Pajak Kurang Bayar ("SKPKB") PPN atas Penjualan Kredit Bermasalah yang menyatakan bahwa DJP mengabulkan keberatan seluruh wajib pajak sehingga SKP PPN menjadi Nihil, dan saat ini Bank masih menunggu Surat Keputusan Pengembalian Kelebihan Pembayaran Pajak dan Pengembalian STP PPN sebesar Rp6.962.

Pada tanggal 3 dan 11 November 2025 Bank telah menerima Surat Keputusan Keberatan atas pengenaan PPN atas penjualan AYDA dimana DJP masih mempertahankan jumlah pajak yang masih harus dibayar dalam Surat Ketetapan Pajak Kurang Bayar PPN (“SKPKB”) PPN dengan total sebesar Rp9.856. Dengan diterimanya Surat Keputusan Keberatan tersebut, maka Bank telah mengajukan permohonan banding pada tanggal 30 Januari 2026.

Atas SKP Pajak Penghasilan Badan sebesar Rp54.918 telah dikompensasikan dengan akumulasi rugi fiskal sehingga tidak ada pembayaran pajak yang dilakukan untuk pembayaran atas koreksi SKP Pajak Penghasilan Badan.

***23. Income Tax** (continued)*

Tax Audit Year 2020

On August 7, 2023, the DJP issued a notification letter of tax audit for year 2020 to the Bank. Directorate General of Taxes based on SKP and STP dated November 22, 2024, assign the tax underpayment with the following details:

- *SKP PPh amounting to Rp276;*
- *STP VAT amounting to Rp7,655;*
- *SKP VAT amounting to Rp109,323;*
- *SKP Corporate Income Tax amounting to Rp54,918.*

For tax audit year 2020, the Bank has made full payment for SKP PPh and STP VAT amounting to Rp276 and Rp7,655 on December 12, 2024, respectively and recorded as part of other operating expenses and prepayments (Note 14), respectively, while the SKP VAT amounting to Rp109,323 has been partially paid amounting to Rp103 by the Bank and recorded as part of other operating expenses and the remaining amounting to Rp109,220 has not been paid by the Bank. The Bank has been submitted an Objection Letter regarding the result of tax audit to the Tax Office on February 20, 2025.

On December 3, 2025 the Bank received the Objection Decision letter concerning the VAT Tax Underpayment Assessment Letter (“SKPKB”) related to the sale of non performing loans, stating that the DJP fully accepted the bank Tax Objection’s resulting in the VAT assessment becoming Nil. The Bank is currently awaiting the Tax Overpayment refund decision letter and the refund of the VAT Tax Objection Letter (STP PPN) amounting to Rp6,962.

On November 3 and 11, 2025, the Bank received the Objection Decision Letters regarding the imposition of VAT on the sale of Foreclosed Assets (AYDA) under which the DJP maintained the outstanding VAT payable as stated in the VAT Tax Underpayment Assessment Letter (“SKPKB”) totaling Rp9,856. Following receipt of the Objection Decision Letters the Bank filed an tax appeal on January 30, 2026.

For the SKP Corporate Income Tax amounting to Rp54,918 has been compensated to tax loss carried forward, therefore there is no tax payment paid by the Bank to the Tax Office related to the amendment of SKP Corporate Income Tax.

23. Pajak Penghasilan (lanjutan)

Audit Pajak Tahun 2021

Pada tanggal 20 Februari 2025, DJP menerbitkan Surat Pemberitahuan Pemeriksaan Lapangan untuk tahun pajak 2021 kepada Bank. Hingga tanggal penyelesaian laporan keuangan, Bank belum menerima surat keputusan hasil pemeriksaan dari Kantor Pajak.

Peraturan Menteri Keuangan (PMK) No. 74

Menteri Keuangan Republik Indonesia menerbitkan Peraturan Menteri Keuangan (PMK) No. 74 pada tanggal 10 Oktober 2024. Berdasarkan peraturan tersebut, Bank harus menghitung cadangan piutang tak tertagih sesuai dengan batasan tertentu yang diatur di dalam PMK 74 mulai tanggal 1 Januari 2024. Pada tanggal 1 Januari 2024, terdapat selisih kurang nilai cadangan per fiskal sebesar Rp354.922. Sesuai dengan ketentuan di dalam PMK 74, Bank memutuskan untuk membebankan selisih lebih tersebut di dalam pajak penghasilan tahun 2025.

24. Liabilitas Imbalan Kerja

Imbalan Pasca Kerja

Bank wajib memberikan imbalan pasca-kerja kepada karyawannya pada saat pemutusan hubungan kerja atau pada saat karyawan menyelesaikan masa kerjanya. Imbalan pasca-kerja ini diberikan terutama berdasarkan masa kerja dan kompensasi karyawan pada saat pemutusan hubungan kerja atau selesainya masa kerja. Pemberian imbalan pasca-kerja kepada karyawan Bank yang bergabung saat dan setelah 1 Januari 2022 mengacu pada Undang-Undang Cipta Kerja No. 6/2023 dan Peraturan Pemerintah No. 35/2021, sedangkan pemberian imbalan pasca kerja kepada karyawan Bank yang bergabung sebelum 1 Januari 2022 mengacu pada Undang-Undang Ketenagakerjaan No. 13/2013.

Imbalan jangka panjang lainnya terdiri dari cuti panjang dan tunjangan masa kerja jangka panjang. Program cuti panjang dikelola sendiri oleh Bank dan merupakan program imbalan kerja bagi karyawan untuk penggantian hak cuti panjang.

***23. Income Tax** (continued)*

Tax Audit Year 2021

On February 20, 2025 the DJP issued a notification letter of tax audit for year 2021 to the Bank. . As of the issue date of the financial statements, the Bank has not received the decision on the Tax Audit from the Tax Office.

Minister of Finance Regulation (PMK) No. 74

The Minister of Finance of the Republic of Indonesia iussed Minister of Finance Regulation (PMK) No. 74 on October 10, 2024. Based on this regulation, the Bank must calculate reserves for bad debts in accordance with certain limits regulated in PMK 74 strating January 1, 2024. On January 1, 2024, there is a short value of reserves per fiscal amounting to Rp354,922. In accordance with the provisions in PMK 74, the Bank decided to charge the excess in the 2025 income tax calculation.

24. Employment Benefits

Post Employee Benefits

The Bank is required to provide post-employment benefits to its employees when their employment is terminated or when they retire. These benefits are primarily based on years of service and the employees' compensation at termination or retirement. Provision of post-employment benefits for Bank employees who join on and after January 1, 2022 refers to the Job Creation Law No. 6/2023 and the accompaniying Government Regulation No.35/2021, while the provision of post-employment benefits for Bank employees who join before January 1, 2022 refers to Labor Law No. 13/2013.

Other long-term benefits consist of long service leave and long service allowance. The long service leave program is managed by the Bank itself and is an employee benefit program for employees to reimburse long service leave rights.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

24. Liabilitas Imbalan Kerja (lanjutan)

Imbalan Pasca Kerja (lanjutan)

Tabel berikut menyajikan liabilitas imbalan kerja Bank yang tercatat di laporan posisi keuangan pada tanggal 31 Desember 2025 dan 2024, dan perubahan liabilitas imbalan kerja dan beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024:

***24. Employment Benefits** (continued)*

Post Employee Benefits (continued)

The following table summarizes the obligation for employment benefits of the Bank as recorded in the statement of financial position as of December 31, 2025 and 2024, and the movement in the obligation and expense recognized in the statement of profit or loss and other comprehensive income for the years ended December 31, 2025 and 2024:

	2025				
	Imbalan pasca kerja/ *Post employment* benefits	**Manfaat cuti panjang/ *Long leave benefit***	**Manfaat masa kerja panjang/ *Long service benefit***	**Total**	
Nilai kini liabilitas imbalan awal tahun	**67.304**	**8.154**	**281**	**75.739**	***Present value of obligation for employment benefits, beginning of the year***
Diakui melalui laba atau rugi					*Recognized in profit or loss*
Beban jasa kini	26.828	(266)	(62)	26.500	*Current service cost*
Beban atas kewajiban	4.555	516	18	5.089	*Interest on obligation*
Pengukuran kembali atas imbalan jangka panjang lainnya	-	(918)	9	(909)	*Remeasurement of other long-term benefit*
	31.383	(668)	(35)	30.680	
Diakui melalui pendapatan komprehensif lainnya					*Recognized in other comprehensive income*
Kerugian aktuarial yang muncul dari penyesuaian pengalaman	312	-	-	312	*Actuarial loss arising from experience adjusment*
Pembayaran imbalan kerja selama tahun berjalan	(44.489)	(1.267)	(33)	(45.789)	*Payment of benefits during the year*
Nilai kini liabilitas imbalan kerja akhir tahun	**54.510**	**6.219**	**213**	**60.942**	***Present value of obligation for employement benefits, end of the year***

24. Liabilitas Imbalan Kerja (lanjutan)

Imbalan jangka panjang lainnya (lanjutan)

Tabel berikut menyajikan liabilitas imbalan kerja Bank yang tercatat di laporan posisi keuangan pada tanggal 31 Desember 2025 dan 2024, dan perubahan liabilitas imbalan kerja dan beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024: (lanjutan)

24. Employment Benefits *(continued)*

Other long-term benefits (continued)

The following table summarizes the obligation for employment benefits of the Bank as recorded in the statement of financial position as of December 31, 2025 and 2024, and the movement in the obligation and expense recognized in the statement of profit or loss and other comprehensive income for the years ended December 31, 2025 and 2024: (continued)

	2024				
	Imbalan pasca kerja/ *Post employment* benefits	**Manfaat cuti panjang/ *Long leave benefit***	**Manfaat masa kerja panjang/ *Long service benefit***	**Total**	
Nilai kini liabilitas imbalan awal tahun	**59.415**	**7.772**	**-**	**67.187**	***Present value of obligation for employment benefits, beginning of the year***
Diakui melalui laba atau rugi					*Recognized in profit or loss*
Beban jasa kini	11.416	1.381	281	13.078	*Current service cost*
Beban atas kewajiban	3.722	462	-	4.184	*Interest on obligation*
Pengukuran kembali atas imbalan jangka panjang lainnya	-	109	-	109	*Remeasurement of other long-term benefit*
	15.138	1.952	281	17.371	
Diakui melalui pendapatan komprehensif lainnya					*Recognized in other comprehensive income*
Keuntungan aktuarial yang muncul dari penyesuaian pengalaman	(2.262)	-	-	(2.262)	*Actuarial gain arising from experience adjusment*
Pembayaran imbalan kerja selama tahun berjalan	(4.987)	(1.570)	-	(6.557)	*Payment of benefits during the year*
Nilai kini liabilitas imbalan kerja akhir tahun	**67.304**	**8.154**	**281**	**75.739**	***Present value of obligation for employement benefits, end of the year***

Mutasi atas nilai kini liabilitas imbalan kerja untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024:

The movements in the present value of obligation for employment benefit for the years ended December 31, 2025 and 2024, are as follows:

	2025				
	Imbalan pasca kerja/ *Post employment* benefits	**Manfaat cuti panjang/ *Long leave benefit***	**Manfaat masa kerja panjang/ *Long service benefit***	**Total**	
Nilai kini liabilitas imbalan awal tahun	67.304	8.154	281	75.739	*Present value of obligation for employment benefits, beginning of the year*
Beban jasa kini	26.828	(262)	(62)	26.500	*Current service cost*
Beban jasa lalu	-	(918)	9	(909)	*Past service cost*
Beban atas kewajiban	4.555	516	18	5.089	*Interest on obligation*
Pengukuran kembali atas program manfaat pasti	312	-	-	312	*Remeasurement of defined benefit plan*
Pembayaran imbalan kerja selama tahun berjalan	(44.489)	(1.267)	(33)	(45.789)	*Payments of benefits during the year*
Nilai kini liabilitas imbalan kerja akhir tahun	**54.510**	**6.219**	**213**	**60.942**	***Present value of obligation for employement benefits, end of the year***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

24. Liabilitas Imbalan Kerja (lanjutan)

Mutasi atas nilai kini liabilitas imbalan kerja untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024: (lanjutan)

24. Employment Benefits *(continued)*

The movements in the present value of obligation for employment benefit for the years ended December 31, 2025 and 2024, are as follows: (continued)

	2024				
	Imbalan pasca kerja/ *Post employment* benefits	**Manfaat cuti panjang/ *Long leave benefit***	**Manfaat masa kerja panjang/ *Long service benefit***	**Total**	
Nilai kini liabilitas imbalan awal tahun	59.415	7.772	-	67.187	*Present value of obligation for employment benefits, beginning of the year*
Beban jasa kini	11.416	1.381	281	13.078	*Current service cost*
Beban jasa lalu	-	109	-	109	*Past service cost*
Beban atas kewajiban	3.722	462	-	4.184	*Interest on obligation*
Pengukuran kembali atas program manfaat pasti	(2.262)	-	-	(2.262)	*Remeasurement of defined benefit plan*
Pembayaran kembali atas program manfaat pasti	(4.987)	(1.570)	-	(6.557)	*Payment of benefits during the year*
Nilai kini liabilitas imbalan kerja akhir tahun	**67.304**	**8.154**	**281**	**75.739**	***Present value of obligation for employement benefits, end of the year***

Perhitungan liabilitas imbalan kerja dan imbalan jangka panjang lainnya pada tanggal 31 Desember 2025 dan 2024 masing-masing dilakukan oleh Santhi Devi & Ardianto Handoyo (dahulu Willis Tower Watson) sebagai aktuaris independen berdasarkan laporannya masing-masing pada tanggal 27 Januari 2026 dan 11 Februari 2025. Liabilitas imbalan pasti tersebut dihitung dengan menggunakan metode *"Projected Unit Credit"* dan asumsi-asumsi signifikan sebagai berikut:

The calculation of obligation for employment benefits and other long term benefits as of December 31, 2025 and 2024 was performed by Santhi Devi & Ardianto Handoyo and (formerly Willis Towers Watson) as the independent actuary based on its reports dated January 27, 2026 and February 11, 2025, respectively. The obligation for employment benefits are calculated using the "Projected Unit Credit" method with the following assumptions:

	2025	**2024**	
Tingkat diskonto per tahun	*Permanent* : 5,75% *Contract :* 4,75%	7,00%	*Discount rate per annum*
Kenaikan gaji per tahun	6,00%	6,00%	*Salary increase per annum*
Usia pensiun	55 tahun/*years*	55 tahun/*years*	*Pension age*
Tingkat kematian	Tabel TMI IV 2019/ *TMI 2019 IV Table*	Tabel TMI IV 2019/ *TMI 2019 Table*	*Mortality rate*

Jumlah penyesuaian yang timbul pada liabilitas program untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan posisi tiga tahun sebelumnya adalah sebagai berikut (tidak diaudit):

The amounts of experience adjustments arising on the plan liabilities for the years ended 31 December 2025 and previous three years are as follows (unaudited):

	2025	**2024**	**2023**	**2022**	
Nilai kini liabilitas	(54.510)	(67.304)	(59.415)	(61.628)	*Present value of defined benefits obligation*
Penyesuaian liabilitas	(312)	2.262	508	10.288	*Experience adjustment on liability*

24. Liabilitas Imbalan Kerja (lanjutan)

Sensitivitas dari liabilitas manfaat pasti terhadap perubahan asumsi aktuaria adalah sebagai berikut (tidak diaudit):

***24. Employment Benefits** (continued)*

The sensitivity of defined benefit obligation to changes in the weighted assumptions are as follows (unaudited):

	Dampak tehadap liabilitas manfaat pasti/ *Impact on defined benefit obligation*		
		2025	**2024**
	Perubahan asumsi/ *Change in assumption*	**Nilai kini liabilitas manfaat pasti/ *Present value of benefit obligation***	**Nilai kini liabilitas manfaat pasti/ *Present value of benefit obligation***
Tingkat diskonto/ *Discount rate*	Kenaikan/*Increase* 1%	(3.642)	(3.761)
	Penurunan/*Decrease* 1%	2.867	3.734
Tingkat kenaikan gaji/ *Salary increase rate*	Kenaikan/*Increase* 1%	3.468	3.724
	Penurunan/*Decrease* 1%	(3.102)	(4.079)

Jatuh tempo dari liabilitas manfaat pasti yang tidak terdiskonto pada tanggal 31 Desember 2025 dan 2024 (tidak diaudit):

Expected maturity analysis of undiscounted defined benefits obligation as of December 31, 2025 and 2024 (unaudited):

	2025	**2024**	
1 tahun	6.956	5.919	*1 year*
>1-5 tahun	38.321	58.495	*>1-5 years*
>5-10 tahun	192.075	87.365	*>5-10 years*

25. Beban yang Masih Harus Dibayar dan Liabilitas Lain-lain

25. Accruals and Other Liabilities

	2025	**2024**	
Liabilitas sewa	73.428	96.797	*Lease liabilities*
Beban operasional yang masih harus dibayar	39.321	75.219	*Accrued operational expense*
Liabilitas bunga	29.144	24.578	*Interests payable*
Kesejahteraan karyawan	18.401	17.900	*Employee welfare*
Biaya *bancassurance* yang belum diamortisasi	14.545	18.182	*Unamortized bancassurance fee*
Uang muka atas penjualan agunan yang diambil alih	4.835	3.800	*Down payment funds from sales of foreclosed assets*
Setoran jaminan	205	258	*Security deposits*
Liabilitas lainnya*	2.441	2.649	*Other liabilities**
Total	**182.320**	**239.383**	*Total*

*) Liabilitas lainnya terdiri dari *suspense account* dan uang elektronik.

*) *Other liabilities consist of suspense account and electronic money.*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

26. Modal Saham dan Dana Setoran Modal

26. Share Capital and Advanced Capital

Komposisi pemegang saham Bank pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The composition of the Bank's shareholders as of December 31, 2025 and 2024, is as follows:

	2025 dan 2024/ *2025 and 2024*			
	Total saham/ *Number of shares*	**Persentase kepemilikan/ *Percentage of ownership* (%)**	**Total**	
Qatar National Bank (Q.P.S.C.)	32.195.726.062	91,57	8.048.931	*Qatar National Bank (Q.P.S.C.)*
Masyarakat (masing-masing di bawah 5%)	2.962.322.303	8,43	740.581	*Public (each below 5%)*
Total	**35.158.048.365**	**100,00**	**8.789.512**	***Total***

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa Kedua pada tanggal 26 Juni 2009, sebagaimana dinyatakan dalam Akta No. 85 tanggal 26 Juni 2009 yang dibuat dihadapan Fathiah Helmi, SH, notaris di Jakarta, Bank melakukan Penawaran Umum Terbatas I (PUT I) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 125.304.750 saham dengan nilai nominal sebesar Rp250 (nilai penuh) per saham yang ditawarkan dengan harga Rp320 (dalam Rupiah penuh) per saham. Penerbitan saham melalui PUT I tersebut menghasilkan agio saham sebesar Rp8.771.

Based on the Second Extraordinary Shareholder's General Meeting on June 26, 2009, effected by deed No. 85 dated June 26, 2009 of Fathiah Helmi, SH, notary public in Jakarta, the Bank released the First Limited Public Offering (PUT I) by issuing the Rights Issue (HMETD) amounting to 125,304,750 shares with par value of Rp250 (full amount) per share at an offering price of Rp320 (full amount) per share. This share issuance through PUT I resulted in additional paid-in capital of Rp8,771.

Setelah PUT I, modal ditempatkan dan disetor Bank meningkat menjadi 626.523.750 lembar saham atau senilai Rp156.631.

After the PUT I, the Bank's issued and fully paid capital increased to 626,523,750 shares or Rp156,631.

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa pada tanggal 27 Desember 2010 sebagaimana dinyatakan dalam akta No. 63 tanggal 27 Desember 2010 yang dibuat di hadapan Fathiah Helmi, SH, notaris di Jakarta, Bank melakukan Penawaran Umum Terbatas II (PUT II) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.935.263.768 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Based on the Extraordinary Shareholder's General Meeting on December 27, 2010, as effected by deed No. 63 dated December 27, 2010 of Fathiah Helmi, SH, notary public in Jakarta, the Bank released the Second Limited Public Offering (PUT II) by issuing the Rights Issue (HMETD) amounting to 2,935,263,768 shares with par value and at the offering price of Rp250 (in full Rupiah) per share.

Setelah PUT II, modal ditempatkan dan disetor Bank meningkat menjadi 3.561.787.518 saham atau senilai Rp890.447.

After the PUT II, the Bank's issued and fully paid capital increased to 3,561,787,518 shares or Rp890,447.

Berdasarkan Akta Akuisisi No. 26 tanggal 26 Januari 2011 yang dibuat di hadapan Fathiah Helmi, SH, notaris di Jakarta, Bank dan Qatar National Bank (Q.P.S.C.) telah menandatangani Akta Akuisisi dimana Qatar National Bank (Q.P.S.C.) sebagai pembeli siaga dalam rights issue telah memperoleh 2.478.728.032 saham biasa atas Saham Baru dengan nominal Rp250 (nilai penuh) per saham atau senilai Rp619.682.

Based on the Acquisition Deed No. 26 dated January 26, 2011, of Fathiah Helmi, SH, notary public in Jakarta, the Bank and Qatar National Bank (Q.P.S.C.) have signed the Deed of Acquisition where Qatar National Bank (Q.P.S.C.) as a standby buyer in the rights issue has acquired 2,478,728,032 ordinary shares of New Shares with a nominal value of Rp250 (full amount) per share or Rp619,682.

26. Modal Saham dan Dana Setoran Modal (lanjutan)

Pada tanggal 27 Mei 2013, Bank memperoleh Pernyataan Efektif dari Otoritas Jasa Keuangan ("OJK") berdasarkan Surat Keputusan No. S-141/D.04/2013 dalam rangka Penawaran Umum Terbatas III (PUT III) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.596.543.000 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (nilai penuh) per saham.

Setelah PUT III, modal ditempatkan dan disetor Bank meningkat menjadi 6.158.330.518 lembar saham atau senilai Rp1.539.583.

Pada tanggal 2 Juni 2014, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-253/D.04/2014 dalam rangka Penawaran Umum Terbatas IV (PUT IV) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 2.598.815.479 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (nilai penuh) per saham.

Setelah PUT IV, modal ditempatkan dan disetor Bank meningkat menjadi 8.757.145.997 lembar saham atau senilai Rp2.189.287.

Peningkatan modal dasar tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0004611.AH.01.02 Tahun 2015 tanggal 24 Maret 2015 serta telah diumumkan dalam Berita Negara Republik Indonesia No. 35 tanggal 30 April 2015, Tambahan No. 25140.

Pada tanggal 14 Desember 2016, Bank memperoleh tambahan modal lainnya berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar USD56 juta atau setara dengan Rp751.800.

Pada tanggal 16 Juni 2017, Bank memperoleh tambahan modal lainnya berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar USD36 juta atau setara dengan Rp478.000.

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan Bank No. 37 tanggal 27 Februari 2015 yang dibuat di hadapan Fathiah Helmi, SH, notaris di Jakarta, para pemegang saham menyetujui peningkatan modal dasar Bank dari Rp2.500.000 atau sebanyak 10.000.000.000 saham, menjadi Rp8.000.000 atau sebanyak 32.000.000.000 saham.

26. *Share Capital and Advanced Capital* *(continued)*

On May 27, 2013, the Bank obtained the Effective Notification from the Otoritas Jasa Keuangan ("OJK") through its Decree No. S-141/D.04/2013 in relation to the Third Limited Public Offering (PUT III) by conducting the Rights Issue (HMETD) amounting to 2,596,543,000 shares with par value and at the offering price of Rp250 (full amount) per share.

After the PUT III, the Bank's issued and fully paid capital increased to 6,158,330,518 shares or Rp1,539,583.

On June 2, 2014, the Bank obtained the Effective Notification from the OJK through its Decree No.S-253/D.04/2014 in relation to the Fourth Limited Public Offering (PUT IV) by conducting the Rights Issue (HMETD) amounting to 2,598,815,479 shares with par value and at the offering price of Rp250 (full amount) per share.

After the PUT IV, the Bank's issued and fully paid capital increased to 8,757,145,997 shares or equivalent to Rp2,189,287.

The increase in the authorized share capital has been approved by the Minister of Laws and Human Rights of the Republic of Indonesia under his Decree No. AHU-0004611.AH.01.02 Year 2015 dated March 24, 2015 and was published into the State Gazette of the Republic of Indonesia No. 35 dated April 30, 2015, Addition No. 25140.

On December 14, 2016, Bank obtained capital injection in the form of advanced capital. The Capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to USD56 million or equivalent to Rp751,800.

On June 16, 2017, Bank obtained capital injection in the form of advanced capital. The capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to USD36 million or equivalent to Rp478,000.

Based on the Deed of Minutes of Annual Shareholders' General Meeting of Bank No. 37 dated February 27, 2015 of Fathiah Helmi, SH, notary public in Jakarta, the shareholders agreed to increase the Bank's authorized share capital from Rp2,500,000 or 10,000,000,000 shares to Rp8,000,000 or 32,000,000,000 shares.

26. Modal Saham dan Dana Setoran Modal (lanjutan)

Pada tanggal 20 Juni 2017, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-330/D.04/2017 dalam rangka Penawaran Umum Terbatas V (PUT V) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 8.235.719.252 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (nilai penuh) per saham.

Setelah PUT V, modal ditempatkan dan disetor Bank meningkat menjadi 16.992.865.249 lembar saham atau senilai Rp4.248.216.

Pada tanggal 4 Desember 2017, Bank memperoleh tambahan modal lainnya berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar USD61 juta atau setara dengan Rp824.110.

Pada tanggal 22 Mei 2018, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-53/D.04/2018 dalam rangka Penawaran Umum Terbatas VI (PUT VI) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 3.786.010.377 dengan nilai nominal dan harga penawaran sebesar Rp250 (nilai penuh) per saham.

Setelah PUT VI, modal ditempatkan dan disetor Bank meningkat menjadi 20.436.685.984 lembar saham atau senilai Rp5.109.171.

Pada tanggal 6 November 2018, Bank memperoleh tambahan modal lainnya berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar USD45 juta atau setara dengan Rp656.101.

Pada tanggal 15 Oktober 2020, Bank memperoleh tambahan modal lainnya berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar USD30 juta atau setara dengan Rp442.230.

Pada 22 Desember 2021, Bank memperoleh tambahan modal berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar Rp1.500.000.

Berdasarkan Akta Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan No. 33 tanggal 21 Juli 2022 yang dibuat dihadapan Fathiah Helmi, SH, notaris di Jakarta, para pemegang saham menyetujui peningkatan modal dasar Bank dari Rp8.000.000 atau sebanyak 32.000.000.000 saham, menjadi Rp10.000.000 atau sebanyak 40.000.000.000 saham.

26. *Share Capital and Advanced Capital* *(continued)*

On June 20, 2017, the Bank Obtained the Effective Notification from OJK through its Decree No. S-330/D.04/2017 in relation to the the fifth Limited Public Offering (PUT V) by conducting the Rights Issue (HMETD) amounting to 8,235,719,252 shares with par value and at the offering price of Rp250 (full amount) per share.

After the PUT V, the Bank's issued and fully paid capital increased to 16,992,865,249 shares or Rp4,248,216.

On December 4, 2017, Bank obtained capital injection in the form of advanced capital. The capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to USD61 million or equivalent to Rp824,110.

On May 22, 2018, the Bank obtained the Effective Notification from OJK through its Decree No. S-53/D.04/2018 in relation to the the fifth Limited Public Offering VI (PUT VI) by conducting the Rights Issue (HMETD) amounting to 3,786,010,377 ares with par value and at the offering price of Rp250 (full amount) per share.

After the PUT VI, the Bank's issued and fully paid capital increased to 20,436,685,984 shares or Rp5,109,171.

On November 6, 2018, Bank obtained capital injection in the form of advanced capital. The Capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to USD45 million or equivalent to Rp656,101.

On October 15, 2020, Bank obtained capital injection in the form of advanced capital. The Capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to USD30 million or equivalent to Rp442,230.

On December 22, 2021, Bank obtained capital injection in the form of advanced capital. The Capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to Rp1,500,000.

Based on the Deed of Minutes of Annual Shareholders' General Meeting of Bank No. 33 dated July 21, 2022 of Fathiah Helmi, SH, notary public in Jakarta, the shareholders agreed to increase the Bank's authorized share capital from Rp8,000,000 or 32,000,000,000 shares to Rp10,000,000 or 40,000,000,000 shares.

26. Modal Saham dan Dana Setoran Modal (lanjutan)

Peningkatan modal dasar tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-0055864.AH.01.02 Tahun 2022, tanggal 8 Agustus 2022.

Pada 16 November 2022, Bank memperoleh tambahan modal berupa dana setoran modal yang dilakukan dengan cara penyetoran dana oleh Qatar National Bank (Q.P.S.C.) sebesar USD64.8 juta atau setara dengan Rp1.000.000.

Pada tanggal 28 April 2023, Bank memperoleh Pernyataan Efektif dari OJK berdasarkan Surat Keputusan No. S-109/D.04/2023 dalam rangka Penawaran Umum Terbatas VII (PUT VII) dengan menerbitkan Hak Memesan Efek Terlebih Dahulu (HMETD) sejumlah 14.721.362.381 saham dengan nilai nominal dan harga penawaran sebesar Rp250 (dalam Rupiah penuh) per saham.

Setelah PUT VII, modal ditempatkan dan disetor Bank meningkat menjadi 35.158.048.365 lembar saham atau senilai Rp8.789.512.

***26. Share Capital and Advanced Capital** (continued)*

The increase in the authorized share capital has been approved by the Minister of Laws and Human Rights of the Republic of Indonesia under his Decree No. AHU-0055864.AH.01.02 Year 2022 dated August 8, 2022.

On November 16, 2022, Bank obtained capital injection in the form of advanced capital. The Capital injection is done through fund transfer by Qatar National Bank (Q.P.S.C.) amounted to USD64,8 million or equivalent to Rp1,000,000.

On April 28, 2023, the Bank obtained the effective notification from OJK through its Decree No. S-109/D.04/2023 in relation to the Limited Public Offering VII (PUT VII) by conducting the Rights Issue (HMETD) of 14,721,362,381 shares with par value and the offering price of Rp250 (in full Rupiah) per share.

After Right Issue VII, the issued and paid-in capital of the Bank increased to 35,158,048,365 shares or equal to Rp8,789,512.

27. Tambahan Modal Disetor

Tambahan modal disetor pada tanggal 31 Desember 2025 dan 2024 berasal dari:

	2025	2024	
Agio saham	8.771	8.771	*Additional paid-in capital*
Beban emisi saham	(42.359)	(42.359)	*Shares issuance costs*
Total - neto	**(33.588)**	**(33.588)**	***Total - net***

Beban emisi saham karena penerbitan saham melalui Penawaran Umum Perdana, PUT I, PUT II, PUT III, PUT IV, PUT V, PUT VI dan PUT VII masing-masing sebesar Rp1.635, Rp1.032, Rp25.562, Rp2.525, Rp2.587, Rp3.036, Rp2.544 dan Rp3.438.

27. Additional Paid-In Capital

The additional paid-in capital as of December 31, 2025 and 2024 were derived from:

Share issuance costs is due to shares issuance through Initial Public Offering, PUT I, PUT II, PUT III, PUT IV, PUT V, PUT VI and PUT VII amounting to Rp1,635, Rp1,032, Rp25,562, Rp2,525, Rp2,587, Rp3,036, Rp2,544 and Rp3,438, respectively.

28. Cadangan Umum dan Wajib

Cadangan umum dan wajib dibentuk sesuai dengan Undang-Undang Republik Indonesia No. 1/1995 sebagaimana telah diubah dengan Undang-Undang No. 40/2007 tentang Perseroan Terbatas (UUPT) yang berlaku efektif sejak tanggal 16 Agustus 2007 yang mewajibkan perusahaan-perusahaan untuk membentuk cadangan dengan jumlah paling sedikit 20% dari jumlah modal yang ditempatkan dan disetor. Tidak ada batas waktu pembentukan cadangan ini.

Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 25 tanggal 30 Mei 2024 dibuat dihadapan Fathiah Helmi, SH, notaris di Jakarta, disetujui penetapan laba bersih tahun 2023 dan disetujui penggunaan laba bersih sebesar Rp1.000 disisihkan sebagai cadangan untuk memenuhi pasal 70 ayat 1 UUPT.

28. General and Legal Reserve

The general and legal reserve was provided in relation with the Law of the Republic of Indonesia No. 1/1995 which has been replaced with the Law No. 40/2007 regarding the Limited Liability Companies (UUPT) effective on August 16, 2007 which requires companies to set up a general reserve amounting to at least 20% of the issued and paid up share capital. There is no timeline over which this amount should be provided.

Based on the Annual General Meeting as stated in Deed No. 25 dated May 30, 2024 of Notary Fathiah Helmi, SH in Jakarta, approved profit for the year 2023 and approved the utilaztion of profit amounting Rp1,000 set aside as a general reserve to comply with article 70 paragraph 1 of the UUPT.

29. Pendapatan Bunga - Neto

29. Interest Income - Net

	2025	2024	
Pendapatan bunga			***Interest income***
Kredit yang diberikan	495.252	488.866	*Loans*
Efek-efek	123.301	141.574	*Securities*
Penempatan pada Bank Indonesia dan bank lain	60.053	54.206	*Placements with Bank Indonesia and other banks*
Efek-efek yang dibeli dengan janji dijual kembali	161	49.793	*Securities purchased under agreements to resell*
Lainnya	20	124	*Others*
	678.787	734.563	
Beban bunga			***Interest expense***
Simpanan dari nasabah			*Deposits from customers*
Deposito berjangka dan deposito *on call*	(271.810)	(244.934)	*Time deposits and on call deposits*
Giro	(17.913)	(9.787)	*Demand deposits*
Tabungan	(18.599)	(7.175)	*Saving deposits*
Efek-efek yang dijual dengan janji dibeli kembali	(1.150)	(9.710)	*Securities sold under repurchased agreements*
Simpanan dari bank lain	(14.128)	(3.002)	*Deposits from other banks*
Setoran jaminan	(2.671)	(2.235)	*Margin deposits*
Lainnya	(5.552)	(6.801)	*Others*
	(331.823)	(283.644)	
Pendapatan bunga - neto	**346.964**	**450.919**	***Interest income - net***

30. Pendapatan Provisi dan Komisi - Neto / *30. Fees and Commission Income - Net*

	2025	2024	
Pendapatan provisi dan komisi			***Fees and commission income***
Jasa	24.493	23.668	*Services*
Jasa administrasi	13.909	12.674	*Administration fees*
Lain-lain	5.645	136	*Others*
	44.047	36.478	
Beban provisi dan komisi			***Fees and commission expenses***
Visa	(2.385)	(3.239)	*Visa*
Transaksi antar bank	(1.530)	(1.558)	*Interbank transactions*
Lain-lain	(232)	(119)	*Others*
Pendapatan provisi dan komisi - neto	**39.900**	**31.562**	***Fees and commission income - net***

31. Pemulihan/(Penyisihan) Kerugian Penurunan Nilai Aset Keuangan / *31. Reversal/(Provision) for Impairment Losses on Financial Assets*

Rincian pemulihan/(penyisihan) kerugian penurunan nilai aset keuangan adalah sebagai berikut:

Details of the reversal/(provision) for impairment losses on financial assets are as follows:

	2025	2024	
Pemulihan/(Penyisihan) kerugian penurunan nilai aset keuangan			***Reversal/(Provision) for impairment losses on financial assets***
Kredit yang diberikan (Catatan 12)	79.451	19.013	*Loans (Note 12)*
Tagihan akseptasi (Catatan 10)	(211)	-	*Acceptance receivables (Note 10)*
Giro pada bank lain (Catatan 7)	6	8	*Current accounts with other banks (Note 7)*
Total pemulihan/(penyisihan) kerugian penurunan nilai aset keuangan	**79.246**	**19.021**	***Total reversal/(provision) for impairment losses on financial assets***

32. Beban Karyawan / *32. Personnel Expenses*

	2025	2024	
Gaji pokok	137.041	132.984	*Basic salaries*
THR/bonus	59.008	48.431	*THR/bonus*
Tunjangan cuti, kehadiran dan transportasi	19.264	18.188	*Leave, attendance and transportation allowance*
Imbalan kerja (Catatan 24)	30.680	17.371	*Employment benefits (Note 24)*
Pengobatan	13.289	11.323	*Medical*
Outsourcing	11.049	12.928	*Outsourcing*
Pendidikan dan pelatihan	6.855	6.975	*Education and training*
Asuransi	7.058	6.933	*Insurance*
Tunjangan jabatan	3.588	5.144	*Functional allowance*
Pesangon	1.177	4.763	*Severance*
Lain-lain	2.112	329	*Others*
Total	**291.121**	**265.369**	***Total***

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

33. Beban Umum dan Administrasi / *33. General and Administrative Expenses*

	2025	2024	
Pemeliharaan dan perbaikan	56.935	80.284	*Repair and maintenance*
Penyusutan aset tetap dan aset hak guna (Catatan 15)	41.901	57.659	*Depreciation of fixed assets (Note 15)*
Premi penjaminan simpanan (Catatan 39)	13.856	9.691	*Deposits guarantee premium (Note 39)*
Amortisasi aset takberwujud (Catatan 16)	12.078	11.641	*Amortization of intangible assets (Note 16)*
Telepon, telex dan data komunikasi	10.496	9.696	*Telephone, telex and data communication*
Sewa	4.901	4.234	*Rental*
Asuransi	2.823	3.498	*Insurance*
Air, gas dan listrik	1.310	1.831	*Water, gas and electricity*
Pajak dan retribusi	1.088	844	*Tax and retribution*
Transportasi	891	1.695	*Transportation*
Lain-lain	1.837	19.759	*Others*
Total	**148.116**	**200.832**	***Total***

34. Laba Per Saham - Dasar / *34. Earnings Per Share - Basic*

Laba per saham - dasar dihitung dengan membagi laba tahun berjalan dengan rata-rata tertimbang jumlah saham yang beredar pada tahun yang bersangkutan.

Earning per share - basic is computed by dividing income for the year by the weighted average number of outstanding shares during the year.

	2025	2024	
(Rugi)/Laba tahun berjalan	(48.323)	55.638	*(Loss)/Profit for the year*
Rata-rata tertimbang jumlah saham yang beredar untuk perhitungan laba per saham	35.158.048.365	35.158.048.365	*Weighted average number of outstanding shares for basic profit per share*
(Rugi)/Laba per saham – dasar (nilai penuh)	**(1,37)**	**1,58**	***(Loss)/Profit per share - basic (full amount)***

35. Aset Keuangan dan Liabilitas Keuangan / *35. Financial Assets and Financial Liabilities*

a. Klasifikasi aset keuangan dan liabilitas keuangan / *a. Classification of financial assets and financial liabilities*

Di bawah ini disajikan perbandingan antara nilai tercatat, seperti dilaporkan dalam laporan posisi keuangan, dan nilai wajar semua aset keuangan dan liabilitas keuangan.

Below is the comparison of the carrying amounts, as reported in the statement of financial position, and the fair value of all financial assets and liabilities.

Pada tabel di bawah ini, instrumen keuangan telah dikelompokkan berdasarkan klasifikasi masing-masing. Kebijakan akuntansi yang material di Catatan 2f menjelaskan bagaimana kategori aset keuangan dan liabilitas keuangan tersebut diukur dan bagaimana pendapatan dan beban, termasuk laba dan rugi atas nilai wajar (perubahan nilai wajar instrumen keuangan), diakui.

In the below table, financial instruments have been allocated based on their classification. The material accounting policies in Note 2f describe how the categories of the financial assets and financial liabilities are measured and how income and expenses, including fair value gains and losses (changes in fair value of financial instruments), are recognized.

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

a. Klasifikasi aset keuangan dan liabilitas keuangan (lanjutan)

Aset keuangan telah dikelompokkan ke dalam aset keuangan yang diukur pada nilai wajar melalui laba atau rugi, diukur pada nilai wajar melalui pendapatan komprehensif lainnya dan biaya perolehan diamortisasi. Sama halnya dengan aset keuangan, liabilitas keuangan telah dikelompokkan ke dalam liabilitas keuangan yang diukur pada nilai wajar melalui laba atau rugi dan yang dicatat pada biaya perolehan diamortisasi lainnya.

Nilai wajar yang diungkapkan di bawah ini adalah berdasarkan informasi relevan yang tersedia pada tanggal laporan posisi keuangan dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang terjadi setelah tanggal laporan posisi keuangan.

Tabel di bawah menyajikan nilai tercatat dan nilai wajar aset dan liabilitas keuangan Bank pada tanggal 31 Desember 2025 dan 2024.

35. Financial Assets and Financial Liabilities *(continued)*

a. Classification of financial assets and financial liabilities *(continued)*

Financial assets classes have been allocated into assets at fair value through profit or loss, fair value through other comprehensive income loans and amortized cost. Similarly, financial liability has been allocated into financial liabilities at fair value through profit or loss and other amortized cost.

The fair values are based on relevant information available as at the date of statement of financial position and have not been updated to reflect changes in market condition after the date of statement of financial position.

The table below sets out the carrying amount and fair values of the Bank's financial assets and liabilities as of December 31, 2025 and 2024.

	2025					
	Biaya perolehan diamortisasi/ ***Amortized cost***	**Nilai wajar melalui laba rugi/** ***Fair value through profit or loss***	**Nilai wajar melalui penghasilan komprehensif lain/** ***Fair value through other comprehensive income***	**Jumlah nilai tercatat/** ***Total carrying amount***	**Nilai wajar/** ***Fair Value***	
Aset keuangan						***Financial assets***
Kas	28.522	-	-	28.522	28.522	*Cash*
Giro pada Bank Indonesia	364.492	-	-	364.492	364.492	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	17.503	-	-	17.503	17.503	*Current accounts with other banks - net*
Penempatan pada Bank Indonesia dan bank lain	1.241.384	-	-	1.241.384	1.241.384	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	-	590	-	590	590	*Derivative receivables*
Tagihan akseptasi	87.678	-	-	87.678	87.678	*Acceptance receivables*
Efek-efek yang dibeli dengan janji dijual Kembali	10.872	-	-	10.872	10.872	*Securities purchased under agreements to resell*
Kredit yang diberikan - neto	9.403.227	-	-	9.403.227	9.403.227	*Loans - net*
Efek-efek	346.624	-	1.134.526	1.481.150	1.467.059	*Securities*
Aset lain-lain *)	135.741	-	-	135.741	135.741	*Other assets *)*
	11.636.043	**590**	**1.134.526**	**12.771.159**	**12.757.068**	

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivable.*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

a. Klasifikasi aset keuangan dan liabilitas keuangan (lanjutan)

35. Financial Assets and Financial Liabilities *(continued)*

a. Classification of financial assets and financial liabilities *(continued)*

Tabel di bawah menyajikan nilai tercatat dan nilai wajar aset dan liabilitas keuangan Bank pada tanggal 31 Desember 2025 dan 2024. (lanjutan)

The table below sets out the carrying amount and fair values of the Bank's financial assets and liabilities as of December 31, 2025 and 2024. (continued)

	2025					
	Biaya perolehan diamortisasi/ ***Amortized cost***	**Nilai wajar melalui laba rugi/** ***Fair value through profit or loss***	**Nilai wajar melalui penghasilan komprehensif lain/** ***Fair value through other comprehensive income***	**Jumlah nilai tercatat/** ***Total carrying amount***	**Nilai wajar/** ***Fair Value***	
Liabilitas keuangan						***Financial liabilities***
Liabilitas segera	13.349	-	-	13.349	13.349	*Liabilities payable on demand*
Simpanan dari nasabah	8.138.008			8.138.008	8.138.008	*Deposits from customers*
Simpanan dari bank lain	3.351			3.351	3.351	*Deposits from other banks*
Liabilitas derivatif	-	9.013	-	9.013	9.013	*Derivative payables*
Liabilitas akseptasi	87.889	-	-	87.889	87.889	*Acceptance payables*
Beban masih harus dibayar dan liabilitas lain-lain	167.775	-	-	167.775	167.775	*Accruals and other liabilities*
	8.410.372	**9.013**	**-**	**8.419.385**	**8.419.385**	

	2024					
	Biaya perolehan diamortisasi/ ***Amortized cost***	**Nilai wajar melalui laba rugi/** ***Fair value through profit or loss***	**Nilai wajar melalui penghasilan komprehensif lain/** ***Fair value through other comprehensive income***	**Jumlah nilai tercatat/** ***Total carrying amount***	**Nilai wajar/** ***Fair Value***	
Aset keuangan						***Financial assets***
Kas	36.917	-	-	36.917	36.917	*Cash*
Giro pada Bank Indonesia	410.213	-	-	410.213	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain - neto	38.811	-	-	38.811	38.811	*Current accounts with other banks - net*
Penempatan pada Bank Indonesia dan bank lain	1.336.301	-	-	1.336.301	1.336.301	*Placements with Bank Indonesia and other banks*
Tagihan derivatif	-	3.269	-	3.269	3.269	*Derivative receivables*
Kredit yang diberikan - neto	7.965.727	-	-	7.965.727	7.965.727	*Loans - net*
Efek-efek	160.686	-	1.999.339	2.160.025	2.159.999	*Securities*
Aset lain-lain *)	100.817	-	-	100.817	100.817	*Other assets *)*
	10.049.472	**3.269**	**1.999.339**	**12.052.080**	**12.052.054**	
Liabilitas keuangan						***Financial liabilities***
Liabilitas segera	21.022	-	-	21.022	21.022	*Liabilities payable on demand*
Simpanan dari nasabah	7.341.878	-	-	7.341.878	7.341.878	*Deposits from customers*
Simpanan dari bank lain	322.491	-	-	322.491	322.491	*Deposits from other banks*
Liabilitas derivatif	-	7.775	-	7.775	7.775	*Derivative payables*
Efek-efek yang dijual dengan janji dibeli kembali	95.873	-	-	95.873	95.873	*Securities sold under agreements to repurchase*
Beban masih harus dibayar dan liabilitas lain-lain	221.201	-	-	221.201	221.201	*Accruals and other liabilities*
	8.002.465	**7.775**	**-**	**8.010.240**	**8.010.240**	

*) Aset lain-lain terdiri dari tagihan atas transaksi agunan yang diambil alih, piutang bunga, setoran jaminan, dan piutang lain-lain

*) *Other assets consist of receivables from foreclosed assets transactions, interest receivables, security deposits, and other receivable.*

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

b. Nilai wajar instrumen keuangan

Nilai wajar aset keuangan dan liabilitas keuangan yang diperdagangkan di pasar aktif didasarkan pada kuotasian harga pasar atau harga *dealer*. Untuk semua instrumen keuangan lainnya, Bank menentukan nilai wajar dengan menggunakan teknik penilaian lainnya.

Untuk instrumen keuangan yang jarang diperdagangkan dan sedikit memiliki transparansi harga, nilai wajar menjadi kurang objektif, dan membutuhkan berbagai tingkat pertimbangan tergantung pada likuiditas, konsentrasi, ketidakpastian faktor pasar, asumsi harga dan risiko lainnya yang mempengaruhi instrumen tertentu.

Model Penilaian

Bank mengukur nilai wajar dengan menggunakan hirarki dari metode berikut:

- Tingkat 1: input yang berasal dari harga kuotasian (tanpa penyesuaian) di pasar aktif untuk instrumen yang identik yang dapat diakses Bank pada tanggal pengukuran.
- Tingkat 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi, baik secara langsung atau tidak langsung. Dalam kategori ini termasuk instrumen yang dinilai dengan menggunakan: harga kuotasian untuk instrumen yang serupa di pasar aktif; harga kuotasian untuk instrumen yang identik atau yang serupa di pasar yang tidak aktif; atau teknik penilaian lainnya dimana seluruh input signifikan dapat diobservasi secara langsung maupun tidak langsung dari data pasar.
- Tingkat 3: input yang tidak dapat diobservasi. Dalam kategori ini termasuk semua instrumen dimana teknik penilaian menggunakan input yang tidak dapat diobservasi dan input yang tidak dapat diobservasi ini memberikan dampak signifikan terhadap penilaian instrumen. Termasuk dalam kategori ini adalah instrumen yang dinilai berdasarkan harga kuotasian untuk instrumen serupa yang memerlukan penyesuaian atau asumsi signifikan yang tidak dapat diobservasi untuk mencerminkan perbedaan diantara instrumen tersebut.

35. *Financial Assets and Financial Liabilities* *(continued)*

b. Fair values of financial instruments

The fair values of financial assets and financial liabilities that are traded in active markets are based on quoted market prices or dealer price quotations. For all other financial instruments, the Bank determines fair values using other valuation techniques.

For financial instruments that trade infrequently and have little price transparency, fair values is less objective, and requires varying degrees of judgement depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks affecting the specific instrument.

Valuation Models

The Bank measures fair values using the following hierarchy of methods:

- *Level 1: inputs that are quoted prices (unadjusted) in active markets for identical instruments that the Bank can access at the measurement date.*
- *Level 2: inputs other than quoted prices included within level 1 that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.*
- *Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.*

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

b. Nilai wajar instrumen keuangan (lanjutan)

Model Penilaian (lanjutan)

Teknik penilaian mencakup model nilai kini bersih dan arus kas yang didiskontokan, perbandingan dengan instrumen sejenis yang harga pasarnya tersedia, serta dapat diobservasi, serta model penilaian lainnya. Asumsi dan input yang digunakan dalam teknik penilaian meliputi suku bunga bebas risiko *(risk-free)* dan suku bunga acuan serta *credit spreads* yang digunakan untuk mengestimasi tingkat diskonto, harga obligasi dan nilai tukar mata uang asing.

Tujuan dari teknik penilaian adalah untuk pengukuran nilai wajar yang mencerminkan harga yang akan diterima untuk menjual aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur *(orderly transactions)* antara pelaku pasar *(market participants)* pada tanggal pengukuran.

Bank menggunakan model penilaian yang diakui secara luas untuk menentukan nilai wajar atas instrumen keuangan yang umum dan yang lebih sederhana, seperti swap nilai tukar yang hanya menggunakan data pasar yang dapat diobservasi dan membutuhkan sedikit pertimbangan dan estimasi manajemen. Harga yang dapat diobservasi atau input model biasanya tersedia di pasar untuk efek-efek utang yang tercatat di bursa dan derivatif *over-the-counter* (OTC) seperti *swap* nilai tukar. Ketersediaan harga pasar yang dapat diobservasi dan input model mengurangi kebutuhan pertimbangan dan estimasi manajemen dan juga mengurangi ketidakpastian terkait penentuan nilai wajar. Ketersediaan harga pasar yang dapat diobservasi dan input bervariasi bergantung pada produk dan pasar dan cenderung berubah berdasarkan kejadian tertentu dan kondisi umum di pasar keuangan.

Pertimbangan dan estimasi manajemen biasanya memerlukan pemilihan model yang sesuai untuk digunakan, penentuan arus kas masa depan yang diharapkan pada instrumen keuangan yang dinilai, penentuan probabilitas kegagalan pihak lawan dan pembayaran dimuka dan pemilihan tingkat diskonto yang tepat.

35. *Financial Assets and Financial Liabilities* *(continued)*

b. Fair values of financial instruments *(continued)*

Valuation Models *(continued)*

Valuation techniques include net present value and discounted cash flow models, comparison with similar instruments for which market observable prices exist and other valuation models. Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates and credit spreads used in estimating discount rates, bond prices and foreign currency exchange rates.

The objective of valuation techniques is to arrive at a fair value measurement that reflects the price that would be received to sell the asset or paid to transfer the liability in an orderly transaction between market participants at the measurement date.

The Bank uses widely recognised valuation models for determining the fair values of common and more simple financial instruments, such as currency swaps that use only observable market data and require little management judgement and estimation. Observable prices or model inputs are usually available in the market for listed debt securities and simple over-the-counter (OTC) derivatives such as currency swaps. Availability of observable market prices and model inputs reduces the needs for management judgement and estimation and also reduces the uncertainty associated with determining fair values. The availability of observable market prices and inputs varies depending on the products and markets and is prone to changes based on specific events and general conditions in the financial markets.

Management consideration and estimation are usually required for selection of the appropriate valuation model to be used, determination of expected future cash flows on the financial instrument being valued, determination of the probability of counterparty default and prepayments and selection of appropriate discount rates.

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

b. Nilai wajar instrumen keuangan (lanjutan)

Instrumen keuangan yang diukur pada nilai wajar

Tabel di bawah ini menunjukkan instrumen keuangan yang diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar.

2025

	Nilai tercatat/ *Carrying value*	Tingkat/ *Level 1*	Tingkat/ *Level 2*	Tingkat/ *Level 3*	
Aset keuangan					***Financial assets***
Tagihan derivatif	590	-	590	-	*Derivative receivables*
Efek-efek - nilai wajar melalui penghasilan komprehensif lain	1.134.526	1.134.526	-	-	*Securities - fair value through other comprehensive income*
	1.135.116	1.134.526	590	-	
Liabilitas keuangan					***Financial liabilities***
Liabilitas derivatif	9.013	-	9.013	-	*Derivative payables*
	9.013	-	9.013	-	

2024

	Nilai tercatat/ *Carrying value*	Tingkat/ *Level 1*	Tingkat/ *Level 2*	Tingkat/ *Level 3*	
Aset keuangan					***Financial assets***
Tagihan derivatif	3.269	-	3.269	-	*Derivative receivables*
Efek-efek - nilai wajar melalui penghasilan komprehensif lain	1.999.339	1.999.339	-	-	*Securities - fair value through other comprehensive income*
	2.002.608	1.999.339	3.269	-	
Liabilitas keuangan					***Financial liabilities***
Liabilitas derivatif	7.775	-	7.775	-	*Derivative payables*
	7.775	-	7.775	-	

Nilai wajar atas instrumen derivatif yang dinilai menggunakan teknik penilaian dengan menggunakan komponen yang dapat diamati di pasar terutama adalah *swap* mata uang dan kontrak pertukaran mata uang. Teknik penilaian yang paling banyak digunakan meliputi model penilaian *forward* dan *swap* yang menggunakan perhitungan nilai kini.

35. *Financial Assets and Financial Liabilities* *(continued)*

b. *Fair values of financial instruments* *(continued)*

Financial instruments measured at fair values

The table below show the financial instruments measured at fair value grouped according to the fair value hierarchy.

The fair values of derivatives instrument valued by valuation techniques using components which can be observed in the market, primarily currency swaps and currency exchange contracts. Most widely used valuation techniques include forward and swap valuation models which use the present value calculation.

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

b. Nilai wajar instrumen keuangan (lanjutan)

Instrumen keuangan yang diukur pada nilai wajar (lanjutan)

Model tersebut menggabungkan berbagai komponen yang meliputi kualitas kredit dari *counterparty*, nilai spot dan kontrak berjangka serta kurva tingkat suku bunga.

Di tahun 2025, nilai wajar dari efek-efek tersedia untuk dijual diestimasi dengan menggunakan harga kuotasian untuk instrumen yang identik atau yang serupa di pasar yang tidak aktif.

Instrumen keuangan yang tidak diukur pada nilai wajar

Tabel di bawah ini menunjukkan instrumen keuangan yang tidak diukur pada nilai wajar yang dikelompokkan berdasarkan hirarki nilai wajar.

2025

	Nilai tercatat/ *Carrying value*	Tingkat/ *Level 1*	Tingkat/ *Level 2*	Tingkat/ *Level 3*	
Aset keuangan					***Financial assets***
Kredit yang diberikan - neto	9.403.227	-	-	9.403.227	*Loans - net*
Efek-efek yang dibeli dengan janji dijual kembali	10.872	10.874	-	-	*Securities purchased under agreements to resell*
Efek-efek - Biaya perolehan diamortisasi	332.608	332.533	-	-	*Securities - Amortized cost*
	9.746.707	**343.407**	**-**	**9.403.227**	
Liabilitas keuangan					***Financial liabilities***
Simpanan dari nasabah	8.138.008	-	8.138.008	-	*Deposits from customers*
Simpanan dari bank lain	3.351	-	3.351	-	*Deposits from other banks*
Efek-efek yang dijual dengan janji dibeli kembali	-	-	-	-	*Securities sold under repurchased agreements*
	8.141.359	**-**	**8.141.359**	**-**	

2024

	Nilai tercatat/ *Carrying value*	Tingkat/ *Level 1*	Tingkat/ *Level 2*	Tingkat/ *Level 3*	
Aset keuangan					***Financial assets***
Kredit yang diberikan - neto	7.965.727	-	-	7.965.727	*Loans - net*
Efek-efek - Biaya perolehan diamortisasi	160.686	160.660	-	-	*Securities - Amortized cost*
	8.126.413	**160.660**	**-**	**7.965.727**	

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

b. Nilai wajar instrumen keuangan (lanjutan)

Instrumen keuangan yang tidak diukur pada nilai wajar (lanjutan)

35. Financial Assets and Financial Liabilities *(continued)*

b. Fair values of financial instruments *(continued)*

Financial instruments not measured at fair values *(continued)*

	2024			
	Nilai tercatat/ ***Carrying value***	**Tingkat/** ***Level 1***	**Tingkat/** ***Level 2***	**Tingkat/** ***Level 3***
Liabilitas keuangan				
Simpanan dari nasabah	7.341.878	-	7.341.878	-
Simpanan dari bank lain	322.491	-	322.491	-
Efek-efek yang dijual dengan janji dibeli kembali	95.873	95.873	-	-
	7.760.242	**95.873**	**7.664.369**	**-**

Financial liabilities
Deposits from customers
Deposits from other banks
Securities sold under repurchased agreements

Sebagian besar dari instrumen keuangan yang tidak diukur pada nilai wajar, diukur pada biaya perolehan diamortisasi. Rincian di bawah ini menyajikan daftar instrumen keuangan yang nilai tercatatnya mendekati nilai wajarnya, contohnya, instrumen keuangan jangka pendek atau yang ditinjau ulang menggunakan harga pasar secara berkala.

Majority of the financial instruments not measured at fair value are measured at amortized cost. The following lists those financial instruments for which their carrying amount are reasonable approximation of fair value because, for example, they are short term in nature or re-price to current market rates frequently.

Aset Keuangan:

- Kas
- Giro pada Bank Indonesia
- Giro pada bank lain
- Penempatan pada Bank Indonesia dan bank lain
- Tagihan akseptasi
- Aset lain-lain

Financial Assets:

- *Cash*
- *Current accounts with Bank Indonesia*
- *Current accounts with other banks*
- *Placements with Bank Indonesia and other banks*
- *Acceptance receivables*
- *Other assets*

Liabilitas Keuangan:

- Liabilitas segera
- Efek-efek yang dijual dengan janji dibeli kembali
- Beban masih harus dibayar dan liabilitas lain-lain

Financial Liabilities:

- *Liabilities payable on demand*
- *Securities sell under agreements to purchased*
- *Accruals and other liabilities*

Nilai wajar dari kredit yang diberikan dengan suku bunga mengambang dan nilai tercatat atas kredit jangka pendek dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar. Nilai wajar dari kredit jangka panjang yang diberikan dengan suku bunga tetap menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank. Perkiraan arus kas ini didiskontokan dengan menggunakan suku bunga pasar untuk menentukan nilai wajar.

The carrying amounts of variable loans and short-term fixed rate loans are the reasonable approximation of their fair values. The carrying amount of long term fixed rate loans shows the discounted estimated future cash flows. The cash flows estimation is discounted at the market interest rate to determine fair value.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

35. Aset Keuangan dan Liabilitas Keuangan (lanjutan)

b. Nilai wajar instrumen keuangan (lanjutan)

35. Financial Assets and Financial Liabilities *(continued)*

b. Fair values of financial instruments *(continued)*

Nilai wajar efek-efek yang diklasifikasikan sebagai pinjaman yang diberikan dan piutang dan dimiliki hingga jatuh tempo yang diberikan dengan suku bunga tetap menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank. Perkiraan arus kas ini didiskontokan dengan menggunakan suku bunga pasar untuk menentukan nilai wajar.

The carrying amount securities that classified as loans and receivables and held-to-maturity shows the discounted estimated future cash flows. The cash flows estimation is discounted at the market interest rate to determine fair value.

Nilai wajar simpanan dari nasabah dan simpanan dari bank lain sama dengan nilai tercatatnya karena sifatnya dapat ditarik sewaktu-waktu.

The fair value of deposits from customers and deposits from other banks are same with the carrying amount because they are payable on demand in nature.

Perhitungan nilai wajar dilakukan hanya untuk kepentingan pengungkapan dan tidak berdampak pada pelaporan posisi atau kinerja keuangan Bank. Nilai wajar yang dihitung oleh Bank mungkin berbeda dengan jumlah aktual yang akan diterima/dibayar pada saat penyelesaian atau jatuh tempo instrumen keuangan. Mengingat kategori tertentu instrumen keuangan yang tidak diperdagangkan, maka terdapat pertimbangan manajemen dalam perhitungan nilai wajar.

The fair values calculated are for disclosure purposes only and do not have any impact on the Bank's reported financial performance or position. The fair values calculated by the Bank may be different from the actual amount that will be received/paid on the settlement or maturity of the financial instrument. As certain categories of financial instruments are not traded, there is management consideration involved in calculating the fair values.

36. Sifat Hubungan dan Transaksi dengan Pihak Berelasi

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak berelasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

36. Nature of Relationship and Transactions With Related Parties

The details of the relationship and type of significant transactions with related parties as of December 31, 2025 and 2024, are as follows:

Pihak berelasi/ ***Related parties***	**Sifat dari hubungan/** ***Nature of relationship***	**Sifat dari transaksi/** ***Nature of transaction***
Dewan Komisaris, Direksi dan karyawan kunci/*Board of Commissioners, Directors and Bank's key personnel*	Manajemen Bank/ *The Bank's Management*	Giro, tabungan, deposito berjangka, pinjaman karyawan, pendapatan bunga dan beban bunga/*Demand deposits, saving deposits, time deposits, employee loan, interest income and interest expenses*
Qatar National Bank (Q.P.S.C.)	Perusahaan induk/ *Parent company*	Penempatan pada bank lain, simpanan dari bank lain, bank garansi, pendapatan bunga dan beban bunga/*Placement with other banks, deposits from other banks, bank guarantee, interest income and interest expense.*
Qatar National Bank S.A.E	Entitas yang dikendalikan oleh pemerintah yang sama sebagai pemegang saham akhir, *State of Qatar/Entity controlled by the same government as the ultimate shareholder, State of Qatar*	Simpanan dari bank lain dan beban bunga/*Deposits from other banks and interest expense.*

36. Sifat Hubungan dan Transaksi dengan Pihak Berelasi (lanjutan)

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak berelasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

36. *Nature of Relationship and Transactions With Related Parties* *(continued)*

The details of the relationship and type of significant transactions with related parties as of December 31, 2025 and 2024, are as follows: (continued)

Pihak berelasi/ *Related parties*	Sifat dari hubungan/ *Nature of relationship*	Sifat dari transaksi/ *Nature of transaction*
State of Qatar Embassy	Entitas yang dikendalikan oleh pemerintah yang sama sebagai pemegang saham akhir, *State of Qatar/Entity controlled by the same government as the ultimate shareholder, State of Qatar*	Giro dan beban bunga/ *Demand deposits and interest expense.*
PT Indosat Tbk	Entitas yang dikendalikan oleh pemerintah yang sama sebagai pemegang saham akhir, *State of Qatar/Entity controlled by the same government as the ultimate shareholder, State of Qatar*	Giro, deposito berjangka dan beban bunga/ *Demand deposits, time deposits and interest expenses*

Transaksi dengan personil manajemen kunci

Personil manajemen kunci adalah pihak yang memiliki kewenangan dan tanggung jawab untuk mengendalikan aktivitas Bank baik secara langsung maupun tidak langsung.

Personil manajemen kunci termasuk Dewan Komisaris dan Direksi yang memiliki kewenangan dan tanggung jawab yang signifikan untuk merencanakan, mengarahkan dan mengendalikan kegiatan Bank.

Jumlah gaji dan tunjangan Dewan Komisaris dan Direksi selama tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Transactions with key management personnel

Key management personnel are parties who have authority and responsibility to control the Bank's activities, directly or indirectly.

Key management personnel include Board of Commissioners and Directors that have significant authority and responsibility for planning, directing and controlling the Bank's activities.

Total of salaries and allowances of the Boards of Commissioners and Directors for the years ended December 31, 2025 and 2024, are as follows:

	2025	2024	
Dewan Komisaris	3.133	2.817	*Board of Commissioners*
Direksi	25.294	27.362	*Directors*
Total	**28.427**	**30.179**	***Total***

Total kompensasi Direksi untuk tahun berjalan terdiri dari:

Total compensation for Director for the year comprised of:

	2025	2024	
Imbalan kerja jangka pendek	42.120	29.430	*Short term employee benefits*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

36. Sifat Hubungan dan Transaksi dengan Pihak Berelasi (lanjutan)

Jumlah saldo dan transaksi yang signifikan dengan pihak-pihak berelasi pada tanggal dan untuk tahun yang berakhir tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

36. *Nature of Relationship and Transactions With Related Parties* *(continued)*

The total of significant balance and transactions with related parties as of and for the year ended December 31, 2025 and 2024, are as follows:

	2025		2024		
	Jumlah/ *Amount*	Persentase/ *Percentage *)*	Jumlah/ *Amount*	Persentase/ *Percentage *)*	
Penempatan pada bank lain	-	0,00%	321.900	2,50%	*Placement with other banks*
Giro pada bank lain	265	0,00%	316	0,01%	*Current accounts with other banks*
Kredit yang diberikan	500.804	3,79%	892	0,01%	*Loans*
Simpanan dari nasabah:					*Deposits from customers:*
Giro	31.965	0,38%	16.935	0,21%	*Demand deposits*
Tabungan	850	0,01%	596	0,01%	*Saving deposits*
Deposito berjangka	84.813	1,00%	80.898	1,00%	*Time deposits*
Simpanan dari bank lain	3.349	0,04%	322.474	3,98%	*Deposits from other banks*
Pendapatan bunga	22.138	3,26%	85	0,01%	*Interest income*
Beban bunga	4.753	1,43%	4.784	1,69%	*Interest expenses*

*) Persentase terhadap jumlah aset/liabilitas/pendapatan/ beban terkait

*) *Percentage of total assets/liabilities/respective income/expense*

37. Komitmen dan Kontinjensi

37. *Commitments and Contingencies*

	2025	2024	
Komitmen			***Commitments***
Liabilitas komitmen			*Committed liabilities*
L/C yang tidak dapat dibatalkan	(109.217)	-	*Irrevocable letters of credit*
Total liabilitas komitmen	**(109.217)**	**-**	***Total committed liabilities***
Kontinjensi			***Contingencies***
Tagihan kontinjensi			*Contingent receivables*
Bank garansi yang diterima	-	179.380	*Bank guarantees received*
Pendapatan bunga dalam penyelesaian	77.188	146.722	*Interest income on non-performing loans*
Total tagihan kontinjensi	77.188	326.102	*Total contingent receivables*
Liabilitas kontinjensi			*Contingent liabilities*
Bank garansi yang diterbitkan	(24.663)	-	*Bank guarantees issued*
Total aset kontinjensi - neto	52.525	326.102	*Total contingent assets - net*
Total aset komitmen dan kontinjensi - neto	**(56.692)**	**326.102**	***Total committed and contingent assets - net***

Jumlah fasilitas kredit (*uncommitted* dan *committed*) Bank kepada nasabah yang belum digunakan pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar Rp3.019.501 dan Rp2.406.012.

The Bank's unused loan facilities (uncommitted and committed) granted to customers as of December 31, 2025 and 2024, amounted to Rp3,019,501 and Rp2,406,012, respectively.

38. Aset dan Liabilitas dalam Valuta Asing

38. Assets and Liabilities Denominated in Foreign Currencies

	2025		2024		
	Valuta asing (dalam Nilai penuh)/*Foreign currencies (in full amount)*	Ekuivalen Rp/ *Equivalent Rp*	Valuta asing (dalam Nilai penuh)/*Foreign currencies (in full amount)*	Ekuivalen Rp/ *Equivalent Rp*	
Aset					***Assets***
Kas					*Cash*
Dolar Amerika Serikat	545.570	9.097	511.490	8.232	*United States Dollar*
Dolar Singapura	74.372	964	134.132	1.589	*Singapore Dollar*
Dolar Australia	-	-	30	-	*Australian Dollar*
Giro pada Bank Indonesia					*Current accounts with Bank Indonesia*
Dolar Amerika Serikat	10.250.000	170.919	7.500.000	120.713	*United States Dollar*
Giro pada bank lain - neto					*Current accounts with other banks - net*
- Pihak berelasi					*Related party -*
Riyal Qatar	57.920	265	71.649	316	*Qatari Riyal*
- Pihak ketiga					*Third parties -*
Euro Eropa	23.509	460	72.649	1.222	*European Euro*
Dolar Amerika Serikat	752.152	12.542	1.205.088	19.396	*United States Dollar*
Dolar Australia	32.921	367	58.448	585	*Australian Dollar*
Dolar Singapura	85.121	1.104	71.218	844	*Singapore Dollar*
Dolar Hong Kong	42.599	91	42.598	88	*Hong Kong Dollar*
Yen Jepang	6.098.952	650	17.991.022	1.854	*Japanese Yen*
Poundsterling Inggris	19.948	448	36.713	742	*Great Britiain Poundsterling*
Yuan China	69.443	166	69.260	152	*Chinese Yuan*
Penempatan pada Bank Indonesia dan bank lain					*Placements with Bank Indonesia and other banks*
- Pihak berelasi					*Related parties -*
Dolar Amerika Serikat	-	-	20.000.000	321.900	*United States Dollar*
- Pihak ketiga					*Third parties -*
Dolar Amerika Serikat	60.000.000	1.000.500	57.000.000	917.415	*United States Dollar*
Tagihan akseptasi					*Acceptance receivables*
Dolar Amerika Serikat	2.751.710	45.885	-	-	*Unites States Dollar*
Kredit yang diberikan - neto					*Loans - net*
Dolar Amerika Serikat	58.534.000	976.054	96.666.653	1.555.850	*United States Dollar*
Efek-efek					*Securities*
Dolar Amerika Serikat	19.946.504	332.608	9.983.572	160.686	*United States Dollar*
Aset lain-lain					*Other assets*
Dolar Amerika Serikat	223.578	3.728	577.274	9.291	*United States Dollar*
Dolar Australia	45	1	164	2	*Australian Dollar*
Euro Eropa	-	-	2	-	*European Euro*
Yen Jepang	307	-	307	-	*Japanese Yen*
Dolar Singapura	-	-	1	-	*Singapore Dollar*
Riyal Qatar	1.418	6	-	-	*Qatari Riyal*
Total asset		**2.555.855**		**3.120.877**	***Total assets***
Liabilitas					***Liabilities***
Liabilitas segera					*Liabilities payable on demand*
Euro Eropa	-	-	64	1	*European Euro*
Dolar Amerika Serikat	160.619	2.678	410.140	6.601	*United States Dollar*
Dolar Australia	9	-	2.522	25	*Australian Dollar*
Dolar Singapura	74	1	33	-	*Singapore Dollar*
Poundsterling Inggris	-	-	36	1	*Great Britain Poundsterling*
Riyal Qatar	1.418	6	-	-	*Qatari Riyal*
Simpanan dari nasabah					*Deposits from customers*
- Pihak berelasi					*Related parties -*
Dolar Amerika Serikat	6.666.880	111.170	5.949.736	95.751	*United States Dollar*
Dolar Singapura	20	-	-	-	*Singapore Dollar*
- Pihak ketiga					*Third parties -*
Euro Eropa	462.162	9.045	433.637	7.267	*European Euro*
Dolar Amerika Serikat	283.563.407	4.728.420	227.125.193	3.655.580	*United States Dollar*
Dolar Australia	1.081.084	12.057	3.334.660	33.392	*Australian Dollar*
Dolar Singapura	864.548	11.209	1.004.848	11.902	*Singapore Dollar*
Dolar Hong Kong	10	-	3.557	7	*Hong Kong Dollar*
Yen Jepang	131.160.452	13.969	146.688.127	15.113	*Japanese Yen*
Poundsterling Inggris	207.205	4.650	48.482	980	*Great Britain Poundsterling*
Riyal Qatar	4.908	22	14.002	62	*Qatari Riyal*

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

38. Aset dan Liabilitas dalam Valuta Asing (lanjutan)

38. Assets and Liabilities Denominated in Foreign Currencies (continued)

	2025		2024		
	Valuta asing (dalam Nilai penuh)/*Foreign currencies (in full amount)*	Ekuivalen Rp/ *Equivalent Rp*	Valuta asing (dalam Nilai penuh)/*Foreign currencies (in full amount)*	Ekuivalen Rp/ *Equivalent Rp*	
Liabilitas (lanjutan)					***Liabilities (continued)***
Simpanan dari bank lain					*Deposits from Other Bank*
- Pihak berelasi					*Related parties -*
Dolar Amerika Serikat	-	-	20.000.000	321.900	*United States Dollar*
- Pihak ketiga					*Third parties -*
Dolar Amerika Serikat	-	-	801	13	*United States Dollar*
Liabilitas akseptasi					*Acceptance payables*
Dolar Amerika Serikat	2.751.710	45.885	-	-	*United States Dollar*
Beban masih harus dibayar dan liabilitas lain-lain					*Accruals and other liabilities*
Dolar Amerika Serikat	1.095.230	18.263	725.024	11.669	*United States Dollar*
Euro Eropa	64	1	-	-	*European Euro*
Dolar Singapura	728	9	330	4	*Singapore Dollar*
Dolar Australia	125.900	1.404	4	-	*Australian Dollar*
Yen Jepang	6.691.450	713	210.737	22	*Japanese Yen*
Riyal Qatar	1.418	6	-	-	*Qatari Riyal*
Poundsterling Inggris	143	3	-	-	*Great Britain Poundsterling*
Total liabilitas		**4.959.511**		**4.160.300**	***Total liabilities***
Total aset - neto		**(2.403.656)**		**(1.039.423)**	***Total assets - net***

39. Jaminan terhadap Kewajiban Pembayaran Bank Umum

Berdasarkan Undang-Undang No. 24 tanggal 22 September 2004, efektif sejak tanggal 22 September 2005, Lembaga Penjamin Simpanan (LPS) dibentuk untuk menjamin kewajiban tertentu bank-bank umum berdasarkan program penjaminan yang berlaku.

Total premi penjaminan yang dibayarkan untuk periode yang berakhir tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp13.856 dan Rp9.691 (Catatan 33).

Pada tanggal 31 Desember 2025 dan 2024, tingkat suku bunga atas simpanan yang dijamin oleh LPS masing-masing sebesar 3,50% dan 4,25% untuk mata uang Rupiah, serta masing-masing sebesar 2,00% dan 2,25% untuk valuta asing.

39. Guarantees on The Obligations of Commercial Banks

Based on Law No. 24 dated September 22, 2004, effective September 22, 2005, Indonesian Deposit Insurance Corporation (Lembaga Penjamin Simpanan/LPS) was established to provide guarantee on certain deposits from customers based on prevailing guarantee schemes.

The guarantee premium paid for the period ended December 31, 2025 and 2024 amounted to Rp13,856 and Rp9,691, respectively (Note 33).

As of December 31, 2025 and 2024 , interest rates of deposits secured by LPS were 3.50% and 4.25% respectively, for Rupiah currency, and 2.00% and 2.25%, respectively, for foreign currency.

40. Segmen Operasi

a. Bidang usaha

Segmen Bank disajikan berdasarkan jenis kegiatan usahanya, yakni kredit, treasuri dan ekspor-impor.

b. Segmen usaha

Segmen geografis

Bank tidak mempunyai pendapatan dan aset tidak lancar dari pelanggan eksternal selain yang diatribusikan kepada Negara domisili bank.

Segmen operasi

Segmen operasi dilaporkan sesuai dengan laporan internal Bank yang disiapkan untuk pengambilan keputusan operasional yang bertanggung jawab untuk mengalokasikan sumber daya ke segmen tertentu dan penilaian atas kinerjanya.

Seperti yang dijelaskan di Catatan 2ac, Bank saat ini dikelola sebagai segmen operasi tunggal. Pada saat ini, Bank hanya menganalisa segmen secara geografis dimana manajemen menelaah laporan internal manajemen secara bulanan untuk masing-masing area.

Tidak ada pendapatan dari satu konsumen eksternal atau pihak lain yang mencapai 10% atau lebih dari total pendapatan Bank untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

Bank mengelola kegiatan operasinya dan mengidentifikasi segmen yang dilaporkan berdasarkan wilayah geografis yang terbagi menjadi beberapa area, yaitu Jakarta, Sumatera, Jawa Barat dan Jawa Timur.

40. Operating Segment

a. Business activities

The Bank's segment information is presented based on its business activities, namely credit, treasury and trade finance.

b. Business segment

Geographic segment

The Bank does not have revenues and non-current asset from external customers other than attributed to the Bank's country of domicile.

Operating segment

Operating segments are reported in accordance with the internal reporting provided to the chief operating decision maker which is responsible for allocating resources to certain segments and performance assessments.

As explained in Note 2ac, the Bank is being managed as a single operating segment. Currently, the Bank only analyzes segment based on the geographical area where the management reviews internal management reports on a monthly basis for each area.

There was no revenue from transactions with a single external customer or counterparty reached 10% or more of the Bank's total revenuec for the period ended December 31, 2025 and 2024.

The Bank manages its operating activities and indentifies its reporting segments based on geographical area that allocated into several areas, namely, Jakarta, Sumatera, West Java and East Java.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

40. Segmen Operasi (lanjutan)

b. Segmen usaha (lanjutan)

Segmen operasi (lanjutan)

Segmen Operasi Bank berdasarkan letak geografis adalah sebagai berikut:

40. Operating Segment (continued)

b. Business segment (continued)

***Operating segment** (continued)*

Geographical segment information of the Bank was as follows:

	2025				
	Jakarta	Sumatera	Jawa Barat dan Jawa Timur/ *West Java and East Java*	Total	
Pendapatan bunga - neto	279.874	55.912	11.178	346.964	*Interest income - net*
Provisi dan komisi - neto	33.403	3.502	2.995	39.900	*Fees and commission - net*
Pendapatan (beban) operasional lainnya	45.711	-	-	45.711	*Other operating income (expenses)*
Beban operasional	(336.415)	(14.227)	(13.592)	(364.234)	*Operating expenses*
Pendapatan bukan operasional	9.171	-	-	9.171	*Non-Operating income*
Beban bukan operasional	(23.417)	(35)	(3.215)	(26.667)	*Non-Operating expenses*
Laba (rugi) sebelum pajak penghasilan	**8.327**	**45.152**	**(2.634)**	**50.845**	***Income (loss) before income tax***
Beban pajak tangguhan	(99.168)	-	-	(99.168)	*Deffered tax expense*
Laba setelah pajak penghasilan	**(90.841)**	**45.152**	**(2.634)**	**(48.323)**	***Income after tax***
Total aset	13.130.267	20.703	53.246	13.204.216	*Total assets*
Total liabilitas	7.539.252	886.943	68.677	8.494.872	*Total liabilities*

	2024				
	Jakarta	Sumatera	Jawa Barat dan Jawa Timur/ *West Java and East Java*	Total	
Pendapatan bunga - neto	359.443	76.391	15.085	450.919	*Interest income - net*
Provisi dan komisi - neto	25.745	2.986	2.831	31.562	*Fees and commission - net*
Pendapatan (beban) operasional lainnya	63.640	(1.988)	12	61.664	*Other operating income (expenses)*
Beban operasional	(428.621)	(15.880)	(13.324)	(457.825)	*Operating expenses*
Pendapatan bukan operasional	90	-	-	90	*Non-Operating income*
Laba sebelum pajak penghasilan	**20.297**	**61.509**	**4.604**	**86.410**	***Income before tax***
Total aset	12.768.212	24.806	59.855	12.852.873	*Total assets*
Total liabilitas	6.562.458	1.163.646	378.057	8.104.161	*Total liabilities*

Pendapatan bunga, pendapatan provisi dan komisi, pendapatan operasional lainnya dan pendapatan non-operasional Bank berasal dari pelanggan/pihak lain yang berdomisili di Indonesia.

The Bank's interest income, fees and commission income, other operating income and non-operating income were generated from its customers/counterparties domiciled in Indonesia.

41. Perjanjian yang Material / *Material Agreements*

Perjanjian Sewa Menyewa Gedung dengan PT Adinusa Puritapratama

Pada tanggal 11 April 2019, Bank menandatangani perjanjian sewa menyewa dengan PT Adinusa Puripratama, dimana Bank menyewa gedung Revenue Tower Lantai Dasar & 7,8,9 District 8 Jalan Jend. Sudirman Kav 52-53, Jakarta, yang digunakan sebagai Kantor Pusat Bank dan kantor cabang. Perjanjian berlaku untuk jangka waktu 10 tahun sejak ditandatanganinya perjanjian.

Leased Agreement with PT Adinusa Puripratama

On April 11, 2019, the Bank signed lease agreement with PT Adinusa Puripratama, whereby the Bank leased Revenue Tower Ground Floor & 7,8,9 located at District 8 Jalan Jend. Sudirman Kav 52-53, Jakarta, currently occupied as the Bank's Head Office and branch office. This agreement was effective for the period 10 years since signing of the agreement.

Perjanjian Kerjasama dengan PT Allianz Indonesia

Bank mengadakan perjanjian dengan PT Asuransi Allianz Life Indonesia sehubungan dengan penjualan produk Asuransi sesuai dengan model bisnis Bancassurance. Perjanjian kerjasama berlaku sejak 10 Desember 2019 untuk jangka waktu 10 tahun sejak ditandatanganinya perjanjian ini dan pada tahun 2020 perjanjian kerjasama ini di setujui oleh Otoritas Jasa Keuangan.

Mutual Agreement with PT Allianz Indonesia

Bank signed an agreement with PT Asuransi Allianz Life Indonesia in relation to market the insurance product in accordance with Bancassurance Business Model. This agreement was effective since December 10, 2019 for the period of 10 years since the signing of the agreement. On 2020 this agreement was approved by Financial Authorities Service.

Perjanjian Perubahan Akta Sewa Menyewa Rumah (Kantor) dengan Nyonya Titin Ratnasari

Pada Mei 2024, Bank menandatangani perubahan perjanjian sewa menyewa dengan Nyonya Titin Ratnasari, dimana Bank melakukan perpanjangan sewa menyewa rumah (kantor) Jalan Ir. H. Juanda No. 11, Bandung, yang digunakan sebagai kantor cabang Bank. Perjanjian sewa menyewa berlaku sampai dengan tanggal 3 Desember 2024 dan telah diperpanjang sampai dengan tanggal 3 Desember 2027.

Amendment in the Lease Deed Agreement on a House (Office) with Mrs. Titin Ratnasari

On May 2024, the Bank signed the lease deed agreement with Mrs. Titin Ratnasari, whereby the Bank extend the lease of a house (office) located at Jalan Ir. H. Juanda No. 11, Bandung, currently occupied as the Bank's branch office. This lease agreement was effective until December 3, 2024 and has been extended until December 3, 2027.

Perjanjian Kerjasama Sewa Menyewa Kantor dengan Nyonya Rosdewi

Pada Agustus 2024, Bank menandatangani perjanjian sewa menyewa dengan Nyonya Rosdewi, dimana Bank melakukan perjanjian sewa menyewa kantor Jalan Pemuda No. 05, Medan, yang digunakan sebagai kantor cabang Bank. Perjanjian sewa menyewa berlaku sampai dengan tanggal 1 Juni 2030.

Mutual agreement in the Lease Deed Agreement on a Office with Mrs. Rosdewi

On August 2024, the Bank signed the lease deed agreement with Mrs. Rosdewi, whereby the Bank lease of a office located at Jalan Pemuda No. 05, Medan, occupied as the Bank's branch office. This lease agreement was effective until June 1, 2030.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

42. Aset Kontinjensi / *Contingency Asset*

Sepanjang tahun 2025 dan 2024, Bank menghadapi beberapa kasus hukum yang masih dalam proses dan gugatan sehubungan dengan kegiatan usaha Bank. Tidak memungkinkan bagi Bank untuk memperkirakan dengan pasti apakah Bank akan berhasil dalam setiap kasus hukum tersebut, atau jika tidak, dampak yang mungkin timbul, namun demikian Bank memastikan bahwa posisi hukum Bank atas permasalahan hukum tersebut kuat dan tidak akan mempengaruhi usaha yang sedang dijalankan Bank.

During 2025 and 2024, the Bank faced several unresolved legal cases, and lawsuits related to the Bank's business activities. It is not possible for the Bank to predict with certainty whether the Bank will succeed in each of these legal cases or, if not, the repercussions that may arise. However, the Bank ensures the Bank's legal position on the legal issues is strong and will not affect the ongoing business.

43. Transaksi Non-Kas / *Non-Cash Transaction*

Pada tanggal 31 Desember 2025, terdapat transaksi non-kas atas reklasifikasi dari biaya dibayar dimuka ke aset takberwujud dengan total sebesar Rp3.030. Selain itu, terdapat reklasifikasi dari biaya dibayar dimuka menjadi aset tetap sebesar Rp5.413.

As of December 31, 2025, there are non-cash transactions from advance payment to intangible assets total amounted to Rp3,030. In addition, there are reclassification from advance payment to fixed assets amounting to Rp5,413.

Pada tanggal 31 Desember 2024, terdapat transaksi non-kas atas reklasifikasi dari biaya dibayar dimuka ke aset takberwujud dengan total sebesar Rp4.356. Selain itu, terdapat reklasifikasi dari biaya dibayar dimuka menjadi aset tetap sebesar Rp6.103.

As of December 31, 2024, there are non-cash transactions from advance payment to intangible assets total amounted to Rp4,356. In addition, there are reclassification from advance payment to fixed assets amounting to Rp 6,103.

44. Informasi Tambahan Arus Kas / *Supplemental Information Of Cash Flow*

Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan.

Reconciliation of liabilities occurred from financing activities.

Tabel dibawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari pendanaan untuk periode yang berakhir pada tanggal 31 Desember 2025 dan 2024, sebagai berikut:

The table below shoes reconciliation of liabilities occurred from financing activities for the year ended December 31, 2025 and 2024, as follows:

	31 Desember/ *December 31, 2024*	Arus Kas/ *Cash flows*	Perubahan non-kas/ *Non-cash changes*	31 Desember/ *December 31, 2025*	
Liabilitas sewa	96.797	(26.940)	3.571	73.428	*Lease liability*
Total	**96.797**	**(26.940)**	**3.571**	**73.428**	***Total***

	31 Desember/ *December 31, 2023*	Arus Kas/ *Cash flows*	Perubahan non-kas/ *Non-cash changes*	31 Desember/ *December 31, 2024*	
Liabilitas sewa	106.636	(23.062)	13.223	96.797	*Lease liability*
Total	**106.636**	**(23.062)**	**13.223**	**96.797**	***Total***

45. Standar Akuntansi dan Interpretasi Standar yang Telah Disahkan Namun Belum Berlaku Efektif

Berikut ini ikhtisar Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK) namun belum berlaku efektif untuk laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2025:

Berlaku efektif pada atau setelah tanggal 1 Januari 2026

- Amendemen PSAK 109: Klasifikasi dan Pengukuran Instrumen Keuangan terkait penghentian pengakuan liabilitas keuangan, serta mengklarifikasi penilaian karakteristik arus kas (*solely payments of principal and interest*) untuk aset keuangan dengan fitur *ESG-linked*, aset keuangan dengan fitur *non-recourse*, dan instrumen yang terikat secara kontraktual seperti *tranche*.
- Amendemen PSAK 107: Klasifikasi dan Pengukuran Instrumen Keuangan terkait persyaratan pengungkapan investasi pada instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan menambah ketentuan terkait instrumen keuangan dengan persyaratan kontraktual yang mengubah waktu atau jumlah arus kas kontraktual.

Berlaku efektif pada atau setelah tanggal 1 Januari 2027

Amandemen PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan yang merujuk pada IFRS 18 *Presentation and Disclosure in Financial Statements*. PSAK 118 akan menggantikan PSAK 201: Penyajian Laporan Keuangan dan akan berlaku efektif pada 1 Januari 2027.

Penerapan PSAK 118 akan berdampak terhadap penyajian laporan keuangan seluruh perusahaan di seluruh industri. PSAK 118 mengakibatkan perubahan terutama pada laporan laba rugi dan catatan atas laporan keuangan, sebagian perubahan dalam arus kas dan sedikit perubahan pada laporan posisi keuangan dan laporan perubahan ekuitas. Dalam laporan laba rugi, PSAK 118 mensyaratkan antara lain:

a. penyajian subtotal laba (rugi) operasi, laba (rugi) sebelum pendanaan dan pajak penghasilan, serta laba (rugi); dan
b. penghasilan dan beban untuk diklasifikasikan ke dalam kategori operasi, investasi, dan pendanaan, serta pajak penghasilan dan operasi yang dihentikan.

45. New Accounting Standard and Interpretation of Standard Which Has Issued But Not Yet Effective

The following summarize the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by Board of Financial Accounting Standards (DSAK) but not yet effective for the financial statements for the year ended December 31, 2025:

Effective on or after January 1, 2026

- *Amendment of PSAK 109: Classification and Measurement of Financial Instruments regarding the derecognition of financial liabilities, as well as clarifying the assessment of cash flow (solelypayments of principal and interest) characteristics for financial assets with ESG-linked features, financial assets with non-recourse features, and contractually bound instruments such as tranches.*
- *Amendment of PSAK 107: Classification and Measurement of Financial Instruments regarding requirements for investments in equity instruments measured at fair value through other comprehensive income and adding provisions related to financial instruments with contractual terms that change the timing or amount of contractual cash flows.*

Effective on or after January 1, 2027

Amendments of PSAK 118: Presentation and Disclosure in Financial Statements, which refers to IFRS 118 Presentation and Disclosure in Financial Statements. PSAK 118 will replace PSAK 201: Presentation of Financial Statements and will be effective on January 1, 2027.

The implementation of PSAK 118 will affect the presentation of financial statements for all companies across all industries. PSAK 118 introduces significant changes primarily to the statement of profit or loss and the notes to the financial statements, with partial changes to the statement of cash flows and m inor changes to the statement of financial position and the statement of changes in equity. Under the statement of profit or loss, PSAK 118 requires:

a. the presentation of subtotals for operating profit (loss), profit (loss) before financing and income tax, and profit (loss); and
b. the classification of income and expenses into operating, investing, and financing categories, as well as income tax and discontinued operations.

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia.

a. Giro pada Bank Indonesia

Bank dipersyaratkan untuk memiliki Giro Wajib Minimum (GWM) dalam mata uang Rupiah dalam kegiatannya sebagai Bank Umum Konvensional, serta GWM dalam mata uang asing dalam kegiatannya melakukan transaksi mata uang asing.

Rasio Giro Wajib Minimum (GWM) pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025	2024	
Rupiah			*Rupiah*
Giro Wajib Minimum Harian	5,06%	7,74%	*Daily Minimum Statutory Reserves*
Giro Wajib Minimum Rata-rata	9,46%	8,39%	*Average Minimum Statutory Reserves*
Valuta asing			*Foreign currencies*
Giro Wajib Minimum Harian	4,02%	4,19%	*Daily Minimum Statutory Reserves*
Giro Wajib Minimum Rata-rata	4,04%	4,19%	*Average Minimum Statutory Reserves*
Penyangga Likuiditas Mikroprudensial d/h Giro Wajib Minimum Sekunder	29,91%	50,84%	*Macroprudential Liquidity Reserve d/h Secondary Minimum Statutory Reserves*

Rasio GWM pada tanggal 31 Desember 2025 dan 2024 dihitung berdasarkan Peraturan Bank Indonesia No. 20/3/PBI/2018 tanggal 29 Maret 2018 yang telah diubah beberapa kali, terakhir dengan PBI No. 24/4/PBI/2022 tanggal 25 Februari 2022. PBI tersebut dijelaskan oleh Peraturan Anggota Dewan Gubernur (PADG) No. 20/10/PADG/2018 tanggal 31 Mei 2018 sebagaimana telah diubah beberapa kali dengan PADG No.20/30/PADG/2018 tanggal 30 November 2018, PADG No. 21/14/PADG/2019 tanggal 26 Juni 2019 sebagaimana telah diubah beberapa kali dengan PADG No. 21/27/PADG/2019 tanggal 26 Desember 2019, PADG No. 22/2/PADG/2020 tanggal 13 Maret 2020, PADG No. 22/10/PADG/2020 tanggal 30 April 2020, PADG No. 22/19/PADG/2020 tanggal 29 Juli 2020, PADG No. 23/27/PADG/2021 tanggal 21 Desember 2021, PADG No. 24/3/PADG/2022 tanggal 1 Maret 2022, PADG No. 24/8/PADG/2022 tanggal 30 Juni 2022, PADG No. 2 Tahun 2023 tanggal 24 Maret 2023, PADG No. 12 Tahun 2023 tanggal 1 Oktober 2023 dan perubahan terakhir PADG Nomor 8 Tahun 2025 tentang Peraturan Pelaksanaan Pemenuhan Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah.

a. Current Accounts with Bank Indonesia

The Bank is required to maintain Minimum Statutory Reserves (GWM) in Rupiah for Conventional Commercial Banking, and Minimum Statutory Reserves in foreign currencies for foreign exchange transactions.

The Minimum Statutory Reserves (GWM) ratio as of December 31, 2025 and 2024 are as follows:

The calculation of the GWM ratios as of December 31, 2025 and 2024 is based on Bank Indonesia regulation (PBI) No. 20/3/PBI/2018 dated March 29, 2018, which has been amended several times, the latest with PBI No. 24/4/PBI/2022 dated February 25, 2022. The PBI is explained by Regulations of Members of the Board of Governors (PADG) No. 20/10/PADG/2018 dated May 31, 2018 which has been amended several times with PADG No. 20/30/PADG/2018 dated November 30, 2018, PADG No. 21/14/PADG/2019 dated June 26, 2019 which has been amended several times with PADG No. 21/27/PADG/2019 dated December 26, 2019, PADG No. 22/2/PADG/2020 dated March 13 2020 PADG No. 22/10/PADG/2020 dated April 30, 2020, PADG No. 22/19/PADG/2020 dated July 29, 2020, PADG No.23/27/PADG/2021 dated December 21, 2021, PADG No. 24/3/PADG/2022 dated March 1, 2022, PADG No. 24/8/PADG/2022 dated June 30, 2022, PADG No. 2 year of 2023 dated March 24, 2023, PADG No.12 year of 2023 dated October 1, 2023 and the latest amendment by PADG No. 8 year of 2025 regarding Minimum Statutory Reserve Requirements in Rupiah and Foreign Currencies of Conventional Commercial Banking, Sharia Commercial Banking and Sharia Business Units.

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

a. Giro pada Bank Indonesia (lanjutan)

Pada tanggal-tanggal 31 Desember 2025 dan 2024, Bank juga harus memenuhi Peraturan Bank Indonesia (PBI) No. 20/4/PBI/2018 tanggal 29 Maret 2018 tentang "Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah" sebagaimana telah diubah dengan PBI No. 21/12/PBI/2019 tanggal 25 November 2019, PBI No. 22/17/PBI/2020 tanggal 30 September 2020, dan PBI No.24/16/PBI/2022 tanggal 1 November 2022 yang dijelaskan melalui Peraturan Anggota Dewan Gubernur No.21/22/PADG/2019 tanggal 28 November 2019 yang telah diubah dengan PADG No. 21/11/PADG/2020 tanggal 29 April 2020, PADG 22/30/PADG/2020 tanggal 5 Oktober 2020, PADG No. 23/7/PADG/2021 tanggal 26 April 2021, PADG No. 23/31/PADG/2021 tanggal 31 Desember 2021 dan perubahan terakhir PADG No. 24/14/PADG/2022 tanggal 1 November 2022 tentang "Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

Bank Indonesia melakukan penguatan kebijakan insentif untuk mendorong peranan perbankan dalam pembiayaan kepada sektor prioritas sesuai Peraturan Bank Indonesia (PBI) No. 24/5/PBI/2022 tentang Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif tanggal 25 Februari 2022, sebagaimana diatur lebih lanjut melalui PADG No. 24/4/PADG/2022 tanggal 1 Maret 2022 sebagaimana telah diubah dengan perubahan terakhir PADG No. 1 Tahun 2023 tanggal 15 Februari 2023, sebagaimana diatur lebih lanjut melalui perubahan terakhir PADG No. 11 tahun 2023 tanggal 27 September 2023, dan sebagaimana telah diubah dengan perubahan terakhir PADG No. 7 Tahun 2025 tanggal 26 Maret 2025 tentang "Perubahan Ketiga atas Peraturan Anggota Dewan Gubernur Nomor 11 Tahun 2023 tentang Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makroprudensial".

46. Additional Disclosure on Notes to the Financial Statements *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

a. Current Accounts with Bank Indonesia *(continued)*

As of December 31, 2025 and 2024, The Bank must also comply with Bank Indonesia Regulation (PBI) No. 20/4/PBI/2018 dated March 29, 2018 regarding "Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Unit" which has been amended with PBI 21/12/PBI/2019 dated November 25, 2019, PBI No. 22/17/PBI/2020 dated September 30, 2020 and PBI 24/16/PBI/2022 dated November 1, 2022, which is explained through PADGNo. 21/22/PADG/2019 dated November 28, 2019 which has been amended with PADGNo. 21/11/PADG/2020 dated April 29, 2020, PADG No. 22/30/PADG/2020 dated October 5, 2020, PADG No. 23/7/PADG/2021 dated April 26, 2021, PADG No. 23/31/PADG/2021 dated December 31, 2021 and the latest amendment by PADG 24/14/PADG/2022 dated November 1, 2022 concerning "Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units".

Bank Indonesia has strengthened incentive policy to stimulate the role of banks in financing priority sectors in accordance with Bank Indonesia Regulation (PBI) No. 24/5/PBI/2022 regarding Incentives for Banks Providing Funds for Certain and Inclusive Economic Activities dated February 25, 2022, as further regulated through PADG No. 24/4/PADG/2022 dated March 1, 2022 as amended by the latest amendment of PADG No. 1 of 2023 dated February 15, 2023, as further regulated through PADG No. 11 year of 2023 dated September 27, 2023, and and the latest amendment by PADG No. 7 year of 2025 dated March 26, 2025 regarding "Third Amendment to the Board of Governors Member Regulation Number 11 of 2023 Regulations for Implementing Macroprudential Liquidity Incentive Policy".

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

a. Giro pada Bank Indonesia (lanjutan)

Bank Indonesia memberikan insentif berupa kelonggaran atas kewajiban pemenuhan GWM dalam rupiah yang wajib dipenuhi secara harian. Pada tanggal 31 Desember 2025 dan 2024, insentif bagi Bank masing-masing sebesar 4,20% dan 1,50%.

Pada tanggal 31 Desember 2025 dan 2024, sesuai dengan ketentuan Bank Indonesia tersebut di atas, Bank harus memenuhi persyaratan GWM Primer dan PLM. Persentase persyaratan adalah sebagai berikut:

	2025	2024	
Rupiah			*Rupiah*
Giro Wajib Minimum Primer	9,00%	9,00%	*Primary Minimum Statutory Reserves*
Valuta Asing			*Foreign Currency*
Giro Wajib Minimum	4,00%	4,00%	*Minimum Statutory Reserves*
Penyangga Likuiditas Makroprudensial d/h Giro Wajib Minimum	4,00%	6,00%	*Macroprudential Liquidity Reserve d/h Minimum Statutory Reserves*

GWM Primer adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia. GWM Sekunder dan Penyangga Likuiditas Makroprudensial (PLM) adalah cadangan minimum yang wajib dipelihara oleh Bank berupa Sertifikat Bank Indonesia (SBI), Surat Utang Negara (SUN), Surat Berharga Syariah Negara (SBSN) dan/atau *excess reserve* yang merupakan kelebihan saldo Rekening Giro Rupiah dari GWM Primer, GWM LFR dan Rasio Intermediasi Makroprudensial (RIM). GWM LFR dan RIM adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LFR dan RIM target Bank Indonesia (84%) atau jika di atas maksimum LFR dan RIM target BI (94%) dan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif BI sebesar 14%.

46. Additional Disclosure on Notes to the Financial Statements *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

a. Current Accounts with Bank Indonesia *(continued)*

Bank Indonesia provides incentives in the form of leniency on the obligation to fulfill the statutory reserve in rupiah which must be fulfilled on a daily basis. As of December 31, 2025 and 2024, incentive is given to Banks of 4.20% and 1.50%, respectively.

As of December 31, 2025 and 2024, based on the above Bank Indonesia regulations, The Bank is required to maintain Primary GWM and PLM. The percentage requirements are as follows:

Primary Minimum Statutory Reserve is a minimum reserve that should be maintained by the Bank in Current Accounts with Bank Indonesia. Secondary Minimum Statutory Reserve and Macroprudential Liquidity Buffer are the minimum reserves that should be maintained by the Bank which comprise of Certificates of Bank Indonesia (SBI), Government Debenture Debt (SUN), Sharia Government Securities (SBSN), and/or excess reserve which represents the excess reserve of the Bank Current Accounts in Rupiah over the Primary Minimum Statutory Reserve, Minimum Statutory Reserve on LFR and Macroprudential Intermediation Ratio (RIM). Minimum Statutory Reserve on LFR and RIM is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Bank and its subsidiaries' LFR and RIM is below the minimum of LFR and RIM targeted by Bank Indonesia (84%) or if the Bank LFR and RIM is above the maximum of LFR and RIM targeted by BI (94%) and the Capital Adequacy Ratio (CAR) is below BI requirement of 14%.

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

a. Giro pada Bank Indonesia (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, Bank telah memenuhi ketentuan Peraturan Bank Indonesia yang berlaku tentang GWM Bank Umum Konvensional.

b. Kredit yang Diberikan

a) Pada tanggal 31 Desember 2025 dan 2024, rasio kredit Usaha Mikro Kecil Menengah (UMKM) terhadap jumlah kredit yang diberikan masing-masing adalah 0,01% dan 0,04% dengan nilai Rasio Pembiayaan Inklusif Makroprudensial (RPIM) masing-masing sebesar 17,18% dan 12,41%.

b) Restrukturisasi kredit dilakukan melalui modifikasi persyaratan jumlah pokok dan bunga dan perpanjangan jangka waktu kredit. Pada tanggal 31 Desember 2025 dan 2024, jumlah kredit yang direstrukturisasi masing-masing sebesar Rp1.083.686 atau 11,08% dan Rp1.560.917 atau 18,46% dari jumlah kredit yang diberikan, dengan cadangan kerugian penurunan nilai masing-masing sebesar Rp277.978 dan Rp344.219. Dari kredit yang direstrukturisasi tersebut, Bank tidak memiliki komitmen untuk memberikan fasilitas kredit tambahan.

Restrukturisasi kredit berdasarkan jenis kredit dan kolektibilitas adalah sebagai berikut:

	2025						
	Lancar/ *Current*	Dalam perhatian khusus/ *Special Mention*	Kurang lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/ *Loss*	*Total*	
Investasi	297.708	29.601	-	-	69.649	396.958	*Investment*
Sindikasi	-	384.620	-	-	-	384.620	*Sindication*
Modal kerja	167.671	-	-	-	134.437	302.108	*Working capital*
Total	**465.379**	**414.221**	**-**	**-**	**204.086**	**1.083.686**	***Total***

46. Additional Disclosure on Notes to the Financial Statements *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

a. Current Accounts with Bank Indonesia *(continued)*

As of December 31, 2025 and 2024 , the Bank has fulfilled Bank Indonesia's prevailing regulation regarding GWM of Conventional Commercial Banks.

b. Loans

a) As of December 31, 2025 and 2024, the ratio of Micro, Small and Medium Enterprise (MSME) business loans to total loans is 0.01% and 0.04%, respectively, with macroprudential inclusive financing ratio (RPIM) is 17.18% and 12.41%, respectively.

b) Loans restructuring was conducted through modification of terms of principal and interest and extension of terms. As of December 31, 2025 and 2024, restructured loans amounted to Rp1,083,686 or 11.08% and Rp1,560,917 or 18.46% of total loans, respectively, with the respective allowance for impairment losses amounted to Rp277,978 dan Rp344,219. From the restructured loans, the Bank did not have any commitments to extend additional loan facilities.

Loan restructuring by loan type and collectibility are as follows:

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

b. Kredit yang Diberikan (lanjutan)

Restrukturisasi kredit berdasarkan jenis kredit dan kolektibilitas adalah sebagai berikut: (lanjutan)

	2024						
	Lancar/ *Current*	Dalam perhatian khusus/ *Special Mention*	Kurang lancar/ *Substandard*	Diragukan/ *Doubtful*	Macet/ *Loss*	*Total*	
Investasi	863.614	79.901	-	-	48.659	992.174	*Investment*
Sindikasi	19.737	414.380	-	-	-	434.117	*Sindication*
Modal kerja	-	-	134.437	-	-	134.437	*Working capital*
Konsumer	33	51	83	-	22	189	*Consumer*
Total	**883.384**	**494.332**	**134.520**	**-**	**48.681**	**1.560.917**	***Total***

Total kredit yang telah direstrukturisasi dan dalam kategori kredit bermasalah pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar Rp204.085 dan Rp48.681.

c) Pada tanggal 31 Desember 2025 dan 2024, rincian kredit bermasalah berdasarkan sektor ekonomi adalah sebagai berikut:

	2025		2024		
	Kredit bermasalah/ *Non-performing loans*	Cadangan Kerugian penurunan nilai/ *Allowance for impairment losses*	Kredit bermasalah/ *Non-performing loans*	Cadangan kerugian penurunan nilai/ *Allowance for impairment losses*	
Jasa usaha	48.420	(38.283)	48.420	(38.283)	*Business service*
Perdagangan, restoran dan hotel	148.639	(100.276)	151.327	(102.860)	*Trading, restaurant and hotels*
Konstruksi	656	(656)	983	(983)	*Construction*
Pengangkutan, perdagangan dan komunikasi	20.990	(14.441)	2.368	(694)	*Transportation, warehousing and communication*
Lain-lain	513	(513)	25.735	(25.735)	*Others*
Total	**219.218**	**(154.169)**	**228.833**	**(168.555)**	***Total***

Total loans that have been restructured and in the category of non-performing loans as of December 31, 2025 and 2024 amounted Rp204,085 and Rp48,681, respectively.

c) As of December 31, 2025 and 2024, details of non-performing loans based on economic sector are as follows:

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d) Pada tanggal 31 Desember 2025 dan 2024, rasio non-performing loan ("NPL") adalah sebagai berikut:

	2025	2024	
NPL bruto	2,24%	2,71%	*Gross NPL*
NPL neto	0,66%	0,71%	*Net NPL*

e) Pada tanggal 31 Desember 2025 dan 2024, Bank telah memenuhi ketentuan Batas Maksimum Pemberian Kredit ("BMPK"), untuk pihak ketiga dan pihak berelasi.

f) Kredit sindikasi merupakan kredit yang diberikan kepada nasabah berdasarkan perjanjian pembiayaan bersama dengan bank-bank lain. Partisipasi Bank dalam kredit sindikasi dengan bank-bank lain pada tanggal 31 Desember 2025 dan 2024 adalah masing-masing sebesar Rp806.276 dan Rp1.049.997 atau 8,24% dan 12,42% dari total kredit. (tidak diaudit)

c. Kualitas Aset Produktif

Tabel di bawah ini menunjukkan tingkat kolektibilitas aset produktif Bank yang disajikan pada nilai tercatatnya:

	2025						
	Lancar/ *Current*	**Dalam perhatian khusus/ *Special mention***	**Kurang lancar/ *Substandard***	**Diragukan/ *Doubtful***	**Macet/ *Loss***	**Jumlah/ *Total***	
Giro pada Bank Indonesia	364.492	-	-	-	-	364.492	*Current accounts with Bank Indonesia*
Giro pada bank lain	17.504	-	-	-	-	17.504	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.241.384	-	-	-	-	1.241.384	*Placements with Bank Indonesia and other banks*
Tagihan Derivatif	590	-	-	-	-	590	*Derivative receivables*
Tagihan akseptasi	87.889	-	-	-	-	87.889	*Acceptance receivables*
Efek-efek yang dibeli dengan janji jual kembali	10.872	-	-	-	-	10.872	*Securities purchased under agreements to resell*
Kredit yang diberikan	9.151.030	414.220	-	-	219.218	9.784.468	*Loans*
Efek-efek	1.481.150	-	-	-	-	1.481.150	*Securities*
Komitmen dan Kontinjensi	3.252.753	-	-	-	-	3.252.753	*Commitments and contingencies*
Total	**15.607.664**	**414.220**	**-**	**-**	**219.218**	**16.241.102**	***Total***

46. *Additional Disclosure on Notes to the Financial Statements* *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

d) As of December 31, 2025 and 2024, the non-performing loan ("NPL") ratio are as follows:

e) As of December 31, 2025 dan 2024, the Bank has complied with the Legal Lending Limit ("LLL") requirements for third parties and related parties.

f) Syndicated loans represent loans provided to borrowers under a syndication agreement with other banks. The Bank's participation in syndicated loans with other banks as of December 31, 2025 and 2024 amounted to Rp806,276 and Rp1,049,997 or 8.24% and 12.42% of loans balance, respectively. (unaudited)

c. Quality of Productive Assets

The tables below present the collectability grading of productive assets of the Bank at their carrying amounts:

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

c. Kualitas Aset Produktif (lanjutan)

Tabel di bawah ini menunjukkan tingkat kolektibilitas aset produktif Bank yang disajikan pada nilai tercatatnya: (lanjutan)

	2024						
	Lancar/ *Current*	**Dalam perhatian khusus/ *Special mention***	**Kurang lancar/ *Substandard***	**Diragukan/ *Doubtful***	**Macet/ *Loss***	**Jumlah/ *Total***	
Giro pada Bank Indonesia	410.213	-	-	-	-	410.213	*Current accounts with Bank Indonesia*
Giro pada bank lain	38.818	-	-	-	-	38.818	*Current accounts with other banks*
Penempatan pada Bank Indonesia dan bank lain	1.336.301	-	-	-	-	1.336.301	*Placements with Bank Indonesia and other banks*
Tagihan Derivatif	3.269	-	-	-	-	3.269	*Derivative receivables*
Kredit yang diberikan	7.559.382	666.351	135.280	1.631	91.922	8.454.566	*Loans*
Efek-efek	2.160.025	-	-	-	-	2.160.025	*Securities*
Komitmen dan Kontinjensi	2.597.064	399	-	-	-	2.597.463	*Commitments and contingencies*
Total	**14.105.072**	**666.750**	**135.280**	**1.631**	**91.922**	**15.000.655**	***Total***

d. Manajemen Risiko

Secara garis besar, Kebijakan Manajemen Risiko mengacu pada peraturan Regulator, dimana penerapannya mencakup 4 pilar manajemen risiko yang ditetapkan dalam POJK No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum sebagai berikut:

1. Pengawasan aktif dari Dewan Komisaris dan Direksi;
2. Kecukupan kebijakan dan prosedur Manajemen Risiko serta penetapan limit risiko;
3. Kecukupan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko, serta Sistem Informasi Manajemen Risiko; dan
4. Sistem pengendalian internal yang menyeluruh.

d. Risk Management

Generally, the Risk Management Policy refers to the Regulatory provision, which the implementation includes the 4 pilars of risk management, stipulated in OJK regulation No.18/POJK.03/2016 concerning Risk Management Implementation for Commercial Banks:

1. *Active supervision of the Boards of Commissioners and Directors;*
2. *Adequacy of Risk Management policies, procedures and risk limit stipulation;*
3. *Adequacy of risk indentification, measurement, monitoring and controlling process, supported by Risk Management Information System; and*
4. *A comprehensive internal control system.*

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

d. Manajemen Risiko (lanjutan)

Untuk mendukung penerapan manajemen risiko yang efektif, Direksi membentuk komite-komite yang membantu kelancaran dan tata kelola perusahaan yang sehat dalam lingkup organisasi. Komite yang dibentuk pada level Komisaris salah satunya yaitu Komite Pemantuan Risiko (ROC), sedangkan pada level Direksi antara lain Komite Manajemen Risiko (RMC), Komite Manajemen Risiko Operasional (ORC), Komite Aset dan Liabilitas (ALCO), Komite Kredit (CC) dan lainnya.

Risiko Pasar

i. Risiko mata uang

Bank memiliki eksposur risiko mata uang akibat adanya transaksi dalam valuta asing. Bank memonitor risiko konsentrasi yang terjadi untuk setiap valuta sehubungan dengan penjabaran transaksi dan aset dan liabilitas moneter dalam valuta asing ke dalam Rupiah.

Sejalan dengan *risk appetite* yang telah ditetapkan oleh Bank, dimana kegiatan *proprietary trading* tidak diperkenankan, maka risiko mata uang relatif kecil dan terkendali. Pengelolaan posisi valuta asing Bank dilakukan dengan cara mengendalikan Posisi Devisa Neto ("PDN") Bank secara keseluruhan.

PDN pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	2025			
Valuta	**Aset/ *Assets***	**Liabilitas/ *Liabilities***	**Posisi Devisa Neto (nilai absolut)/ *Net Open Position (absolute amount)***	***Currencies***
Keseluruhan (laporan posisi keuangan dan rekening administratif)				*Aggregate (statement of financial position and administrative accounts)*
Euro Eropa	17.820	18.089	269	*European Euro*
Dolar Amerika Serikat	8.782.320	8.784.451	2.131	*United States Dollar*
Dolar Australia	24.426	24.138	288	*Australian Dollar*
Dolar Singapura	21.191	21.464	273	*Singapore Dollar*
Dolar Hong Kong	91	-	91	*Hong Kong Dollar*
Yen Jepang	28.007	27.949	58	*Japanese Yen*
Yen Cina	166	-	166	*Chinese Yen*
Poundsterling Inggris	9.806	9.298	507	*Great Britain Poundsterling*
Riyal Qatar	290	41	249	*Qatari Riyal*
Total			**4.033**	***Total***
Total modal 31 Desember 2025 (Catatan 46d)			4.572.841	*Total capital December 31, 2025 (Note 46d)*
Rasio PDN			**0,09%**	***NOP ratio***

46. *Additional Disclosure on Notes to the Financial Statements* *(continued)*

d. Risk Management *(continued)*

To support the implementation of effective risk management, Board of Directors formed committees, which help smooth and good corporate governance in the scope of the organization. One of related Committe at the Commissioner level is Risk Oversight Committee (ROC), whereas at Director level e.g Risk Management Committe (RMC), Operational Risk Committee (ORC), Asset & Liability Committee (ALCO), Credit Committee (CC), etc.

Market Risk

i. Currency risk

The Bank is exposed to currency risk through transaction in foreign currencies. The Bank monitors any concentration risk in relation to any individual currency in regard to the translation of foreign currency transactions and monetary assets and liabilities into Rupiah.

In line with the risk appetite set by the Bank, whereby proprietary trading activity is not allowed, hence the currency risk is minimal and manageable. The Bank's foreign currency position management is conducted by managing the Bank's overall Net Open Position ("NOP").

NOP as of December 31, 2025 and 2024 are as follows:

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Risiko Pasar (lanjutan)

i. Risiko mata uang (lanjutan)

PDN pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

	2024			
Valuta	**Aset/ *Assets***	**Liabilitas/ *Liabilities***	**Posisi Devisa Neto (nilai absolut)/ *Net Open Position (absolute amount)***	***Currencies***
Keseluruhan (laporan posisi keuangan dan rekening administratif)				*Aggregate (statement of financial position and administrative accounts)*
Euro Eropa	15.188	14.531	657	*European Euro*
Dolar Amerika Serikat	5.962.925	5.956.672	6.254	*United States Dollar*
Dolar Australia	66.597	66.783	186	*Australian Dollar*
Dolar Singapura	22.402	22.218	183	*Singapore Dollar*
Dolar Hong Kong	96	15	81	*Hong Kong Dollar*
Yen Jepang	29.994	30.234	240	*Japanese Yen*
Yen Cina	152	-	152	*Chinese Yen*
Poundsterling Inggris	1.718	1.957	238	*Great Britain Poundsterling*
Riyal Qatar	379	124	255	*Qatari Riyal*
Total			**8.246**	***Total***
Total modal 31 Desember 2024 (Catatan 3f)			4.341.433	*Total capital December 31, 2024 (Note 3f)*
Rasio PDN			**0,19%**	***NOP ratio***

Risiko Operasional

Risiko operasional adalah risiko yang disebabkan oleh ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem atau adanya faktor eksternal yang mempengaruhi operasional Bank.

Operational Risk

Operational risk is the risk caused by inadequacy and/or failed of internal processes, human error, system failure or external factors affecting the operations of the Bank.

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Risiko Operasional (lanjutan)

Bank telah memiliki Kerangka Kerja Manajemen Risiko Operasional yang menjadi standar dalam mengelola risiko operasional. Kerangka Kerja Manajemen Risiko Operasional ini terdiri dari berbagai komponen seperti appetite risiko operasional, struktur, *governance*, kebijakan dan prosedur. Kebijakan dan prosedur yang terkait dengan pengelolaan risiko operasional telah diterbitkan dan diperbaharui secara berkesinambungan untuk memastikan kecukupan pengelolaan risiko operasional. Diantara kebijakan dan prosedur tersebut misalnya Kebijakan Manajemen Risiko Operasional, Pedoman Petunjuk *Operational Risk Event Loss Data Management*, Prosedur *Risk and Control Self Assessment* (RCSA), Pedoman *Operational Risk Mitigating Action* dan Kebijakan *Third Party Risk Management*. Konsep Pertahanan Tiga Lini juga telah diimplementasikan oleh Bank. Konsep ini menjelaskan bahwa terdapat tiga lini pertahanan dalam mengelola risiko dimana masing-masing lini memiliki peran dan tanggung jawabnya dalam mengelola risiko.

Bank secara aktif melakukan program sosialisasi untuk meningkatkan *risk awareness* dalam rangka meminimalisir risiko operasional. Sosialisasi dilakukan dalam bentuk *e-learning*, *e-mail blast* dan tatap muka.

Dalam rangka memitigasi risiko operasional, Bank telah menyusun kebijakan *anti-fraud* untuk meminimalisir potensi kecurangan (*fraud*), yang akan menyebabkan kerugian Bank, baik dikarenakan kecurangan eksternal maupun internal. Selain itu Bank juga telah memiliki mekanisme *whistleblowing* sebagai salah satu sarana untuk melaporkan dan mengeskalasikan indikasi kejadian kecurangan.

46. Additional Disclosure on Notes to the Financial Statements *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

d. Risk Management *(continued)*

Operational Risk *(continued)*

Bank already has Operational Risk Mangement Framework that will become standard for managing operational risk. Operational Risk Framework consists of several components such as operational risk appetite, structure, governance, policies and procedures. Policies and procedures related to operational risk are published and reviewed continuously to ensure the adequacy of the management of operational risk. Such policies and procedures are Operational Risk Management Policy, Operational Risk Event Loss Data Management Guidance, Risk and Control Self Assessment (RCSA) Proc edure, Operational Risk Mitigating Action Guidance, and Third Party Risk Management Policy. Three Lines of Defense Concept is already implemented by the Bank. This concept explain that there are three lines of defense in managing risk in which each lines have their own role and responsibilities in managing risk.

Bank actively conducts the socialization program to improve risk awareness in order to minimize the operational risk. Socialization are performed in form of e-learning, e-mail blast and face to face.

In order to mitigate operational risks, the Bank has developed anti-fraud policy to minimize potential of fraud, which led to the Bank's losses, either caused by external or internal fraud. Beside, Bank already has whistleblowing mechanism as a tool to report and escalate indication of fraud incident.

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Risiko Operasional (lanjutan)

Selain itu, Bank telah mengembangkan *Risk & Control Self Assessment* (RCSA) sebagai salah satu alat untuk mengidentifikasi risiko operasional. Selanjutnya RCSA dan KRI akan diterapkan ke seluruh unit kerja secara bertahap. Bank juga telah memiliki proses pelaporan Kejadian Risiko Operasional yang mengatur proses pelaporan, *monitoring* dan eskalasi kejadian risiko operasional.

<u>*Business Continuity Management (BCM)*</u>

BCM adalah proses manajemen secara holistik untuk mengidentifikasi potensi ancaman terhadap suatu organisasi dan menimbulkan dampak terhadap operasional bisnis jika ancaman tersebut terjadi, dan menyediakan kerangka kerja untuk membangun ketahanan organisasi melalui kemampuan respon yang efektif untuk melindungi kepentingan para *stakeholder*, reputasi, *brand*, dan kegiatan-kegiatan penciptaan nilai. Bank telah memiliki Kebijakan BCM yang mengatur proses *end to end* terkait dengan BCM.

Sasaran dari penerapan BCM adalah untuk:

1. Memastikan kelanjutan proses dari fungsi/unit yang kritikal sesuai dengan toleransi waktu yang telah ditetapkan saat terjadi krisis atau bencana;
2. Memastikan setiap fungsi/unit yang kritikal memiliki strategi pemulihan yang sesuai dan dapat diimplementasikan saat terjadi krisis atau bencana;
3. Memastikan ketersediaan sumber daya manusia dan material yang dibutuhkan oleh bank dalam menjalankan bisnis saat terjadi krisis atau bencana;
4. Meningkatkan kesadaran karyawan untuk selalu siap dalam menghadapi kondisi krisis atau bencana;
5. Menjaga sumber daya utama yang dibutuhkan dalam mendukung pemulihan aktivitas Bank;
6. Mengurangi dampak terhadap layanan Bank;

46. Additional Disclosure on Notes to the Financial Statements *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

d. Risk Management *(continued)*

Operational Risk *(continued)*

Beside that, the Bank has developed Risk & Control Self Assessment (RCSA) as tools to identify operational risk. RCSA and KRI will be implemented to all work units gradually. The Bank also has Incident reporting process which governs reporting process, monitoring and escalation of operational risk incident.

<u>*Business Continuity Management (BCM)*</u>

BCM is a holistic management process that identifies potential impacts that threaten an organization and provides a framework for building resilience and the capability to respond effectively safeguard the interests of the stakeholders, reputation, brand and value creating activities. The Bank already has BCM policy which governs end to end process regarding BCM.

The goal of the application of BCM is to:

1. *Ensure the continuing process of critical function/unit in accordance with a predetermined tolerance time during a crisis or disaster;*
2. *Ensure each critical function/unit has the appropriate recovery strategies and can be implemented during a crisis or disaster;*
3. *Ensure the availability of human and material resources required by the bank to continue run the business in the event of a crisis or disaster;*
4. *Increase awareness of employees to always be prepared to deal with a crisis situation or disaster;*
5. *Keeping the main resources required to support the recovery of the Bank's activities;*
6. *Reduce the impact on the Bank's services;*

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Risiko Operasional (lanjutan)

Sasaran dari penerapan BCM adalah untuk: (lanjutan)

7. Mengurangi risiko reputasi;
8. Meningkatkan kepercayaan publik dan sistem keuangan makro;
9. Meningkatkan ketahanan atau kemampuan pemulihannya; dan
10. Menjaga eksistensi Bank.

Penerapan program-program terkait BCM di Bank melibatkan seluruh komponen dan mendapat dukungan penuh dari manajemen sejak dari tahap perencanaan, penyusunan, pemeliharaan, pengawasan sampai penyempurnaannya.

Komite Manajemen Risiko Operasional

Untuk meningkatkan kualitas monitoring dan pengawasan terhadap implementasi manajemen risiko operasional telah dibentuk Komite Manajemen Risiko Operasional sejak Februari 2018. Secara berkala dilakukan rapat Komite Manajemen Risiko Operasional untuk membahas dan mengambil keputusan terkait dengan isu-isu risiko operasional.

Risiko Likuiditas

Eksposur terhadap Risiko Likuiditas

Ukuran utama yang digunakan oleh Bank untuk mengelola risiko likuiditas adalah rasio *LCR (Liquidity Coverage Ratio)* dan rasio *NSFR (Net Stable Funding Ratio)*. Rasio yang pertama digunakan untuk mengukur kemampuan jangka pendek bank dengan memastikan bahwa bank memiliki cukup aset-aset berkualitas tinggi yang dapat dilikuidasi sewaktu-waktu untuk dapat bertahan dalam *scenario stress* selama 30 hari. Sementara rasio kedua digunakan untuk mengurangi risiko pendanaan dalam jangka panjang dimana bank diharapkan mampu membiayai kegiatannya dengan memiliki cukup sumber-sumber dana yang stabil. Posisi NSFR per 31 Desember 2025 dan 2024 adalah 140,40% dan 154,36% (tidak diaudit).

46. *Additional Disclosure on Notes to the Financial Statements* *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

d. Risk Management *(continued)*

Operational Risk *(continued)*

The goal of the application of BCM is to: (continued)

7. Reducing the risk of reputation;
8. Improve public confidence and macro financial system;
9. Increasing the resilience or recovery capability; and
10. Maintain the existence of the Bank.

The implementation of programs related to BCM at Bank involve all components and have the full support of management since the planning stage, the preparation, maintenance, supervision until perfected.

Operational Risk Management Committee

To improve the quality of monitoring and oversight of operational risk management implementation, Operational Risk Committee has been established in February 2018. Meeting of Operational Risk Committee to discuss and make decision on operational risk related issues has been conducted on a periodic basis.

Liquidity Risk

Exposure to Liquidity Risk

The key measure used by the Bank for managing liquidity risk is LCR (Liquidity Coverage Ratio) and NSFR (Net Stable Funding Ratio). The first ratio is used to see short-term resilience of a bank's liquidity risk profile by ensuring that it has sufficient High Quality Liquid Asset (HQLA) to survive a significant stress scenario lasting for 30 days. Meanwhile the second ratio objective is to reduce funding risk over a longer time horizon by requiring banks to fund their activities with sufficiently stable sources of funding in order to mitigate the risk of future funding stress. As of December 31, 2025 and 2024, the reported ratios of NSFR customers were 140.40% and 154.36%, respectively (unaudited).

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Risiko Likuiditas (lanjutan)

Rasio Kecukupan Likuiditas ("LCR") Bank pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut (tidak diaudit):

	2025	2024	
LCR Bank	119,95%	174,70%	*Bank's LCR*
LCR yang diwajibkan oleh regulator	100,00%	100,00%	*Regulatory required LCR*

Manajemen Modal

Bank diwajibkan untuk mentaati Peraturan Otoritas Jasa Keuangan ("POJK") yang berlaku dalam hal modal yang diwajibkan regulator. Pendekatan Bank terhadap pengelolaan modal ditentukan oleh strategi dan persyaratan organisasi Bank, dengan mempertimbangkan peraturan, serta keadaan ekonomi dan komersial.

Bank menghitung kebutuhan modal berdasarkan POJK yang berlaku dimana modal yang diwajibkan regulator Bank dianalisa dalam dua tier:

- Modal tier 1, meliputi modal ditempatkan dan disetor penuh, dana setoran modal, cadangan umum dan wajib, saldo laba (rugi) dan laba tahun berjalan, laba (rugi) tahun lalu, aset tak berwujud dan selisih kurang antara penyisihan kerugian kredit dan cadangan kerugian penurunan nilai atas aset produktif dan non produktif, aset pajak tangguhan serta instrumen yang memenuhi persyaratan;
- Modal tier 2, meliputi instrumen modal dalam bentuk saham atau lainnya yang memenuhi persyaratan, cadangan umum aset produktif yang wajib dibentuk.

Bank tidak mempunyai modal tambahan lain yang memenuhi kriteria modal tier 3 sesuai dengan POJK yang berlaku.

46. *Additional Disclosure on Notes to the Financial Statements* *(continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

d. Risk Management *(continued)*

Liquidity Risk *(continued)*

The Bank's Liquidity Coverage Ratio ("LCR") as of December 31, 2025 and 2024 was as follows (unaudited):

Capital Management

The Bank is required to comply with prevailing Financial Service Authority Regulation ("POJK") regulation in respect of regulatory capital. The Bank's approach to capital management is driven by the Bank's strategic and organizational requirements, taking into account the regulatory, economic and commercial environment.

The Bank calculates its capital requirements using the prevailing POJK where the Bank's regulatory capital is analyzed into two tiers:

- *Tier 1 capital, which includes issued and fully paid share capital, advanced capital, general and legal reserve, retained earnings and profit (loss) for the year, profit (loss) from prior year, intangible assets, and difference between provision for loan losses and allowance for impairment losses for productive asset and non productive asset, deffered tax asset and instruments that fulfills terms;*
- *Tier 2 capital, which includes capital instruments in the form of shares or others that fulfills terms, required general provision for productive assets.*

The Bank does not have any other supplementary capital which meets the criteria of tier 3 capital under prevailing POJK.

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Manajemen Modal (lanjutan)

Berbagai batasan telah diterapkan untuk menentukan komponen modal yang diwajibkan oleh regulator. Pengaruh dari pajak tangguhan telah dikeluarkan dalam menentukan jumlah saldo laba untuk menghitung modal tier 1; 100 persen laba tahun berjalan sebelum aset pajak tangguhan yang dapat diperhitungkan dalam modal tier 1; dan modal tier 2 tidak boleh melebihi modal tier 1. Juga terdapat batasan jumlah cadangan umum aset produktif yang boleh dimasukkan sebagai bagian dari modal tier 2.

Aset Tertimbang Menurut Risiko ("ATMR") Bank ditentukan berdasarkan persyaratan yang telah ditentukan yang mencerminkan berbagai tingkatan risiko yang terkait dengan aset dan eksposur yang tidak tercermin dalam laporan posisi keuangan. Berdasarkan POJK, Bank diharuskan untuk mempertimbangkan risiko kredit, risiko pasar dan risiko operasional dalam mengukur ATMR Bank.

Kebijakan Bank adalah menjaga modal yang kuat untuk menjaga kepercayaan pemodal, kreditur dan pasar dan untuk mempertahankan perkembangan bisnis di masa depan. Pengaruh tingkat modal terhadap tingkat pengembalian ke pemegang saham juga diperhitungkan dan Bank juga memahami perlunya menjaga keseimbangan antara tingkat pengembalian yang tinggi, yang dimungkinkan dengan *gearing* yang lebih besar serta keuntungan-keuntungan dan tingkat keamanan yang didapat dari posisi modal yang kuat.

Bank telah mematuhi semua persyaratan modal yang ditetapkan oleh OJK sepanjang tahun.

***46. Additional Disclosure on Notes to the Financial Statements** (continued)*

The following additional information below is information required by applicable regulations and is not required to be disclosed by Indonesian Financial Accounting Standards. (continued)

***d. Risk Management** (continued)*

***Capital Management** (continued)*

Various limits are applied to elements of the regulatory capital. The effect of deferred taxation has been excluded in determining the amount of retained earnings for tier 1 capital; 100 percent of the profit for the year before deferred tax asset being included in tier 1 capital; and qualifying tier 2 capital cannot exceed tier 1 capital. There is also a restriction on the amount of general allowance for productive assets that may be included as part of tier 2 capital.

The Bank's Risk Weighted Assets ("RWA") are determined according to specified requirements that seek to reflect the varying levels of risk attached to assets and exposures not recognized in the statement of financial position. Based on POJK, the Bank needs to take into consideration its credit risk, market risk and operational risk in measuring the RWA.

The Bank's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The impact of the level of capital on shareholders' return is also recognized and the Bank also recognizes the need to maintain a balance between the higher returns that might be possible with greater gearing and the advantages and security level afforded by a strong capital position.

The Bank has complied with all capital requirements set by OJK throughout the year.

PT BANK QNB INDONESIA TBK
CATATAN ATAS LAPORAN KEUANGAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

The original financial statements included herein are in the Indonesian language.

PT BANK QNB INDONESIA TBK
NOTES TO THE FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Rupiah,
unless otherwise stated)

46. Pengungkapan Informasi Tambahan dalam Catatan Atas Laporan Keuangan (lanjutan)

Informasi tambahan berikut yang disajikan di bawah ini merupakan informasi yang disyaratkan oleh regulasi berlaku dan tidak disyaratkan untuk diungkapkan oleh Standar Akuntansi Keuangan di Indonesia. (lanjutan)

d. Manajemen Risiko (lanjutan)

Manajemen Modal (lanjutan)

Tabel di bawah ini menunjukkan modal dan rasio kewajiban penyediaan modal minimum Bank masing-masing pada tanggal 31 Desember 2025 dan 2024 sebagai berikut:

	2025	2024	
Modal tier 1	4.478.753	4.265.916	*Tier 1 capital*
Modal tier 2	94.088	75.517	*Tier 2 capital*
Total modal yang diwajibkan regulator	4.572.841	4.341.433	*Total regulatory capital*
Aset tertimbang menurut risiko			*Risk weighted assets*
Risiko kredit	8.114.998	7.071.307	*Credit risk*
Risiko pasar	67.431	67.779	*Market risk*
Risiko operasional	573.897	592.919	*Operational risk*
Total aset tertimbang menurut risiko	8.756.326	7.732.005	*Total risk weighted assets*
Rasio kewajiban penyediaan modal untuk risiko kredit	56,35%	61,40%	*Capital adequacy ratio for credit risk*
Rasio kewajiban penyediaan modal untuk risiko kredit dan risiko operasional	52,63%	56,65%	*Capital adequacy ratio for credit risk and operational risk*
Rasio kewajiban penyediaan modal minimum untuk risiko kredit, pasar dan operasional	52,22%	56,15%	*Minimum capital adequacy ratio for credit risk, market risk and operational risk*
Rasio kewajiban penyediaan modal minimum yang diwajibkan	8,00%	8,00%	*Required capital adequacy ratio*
Rasio kewajiban penyediaan modal minimum yang diwajibkan menurut profil risiko	9,00%	9,00%	*Required capital adequacy ratio accordance with risk profile*

Manajemen menggunakan rasio modal yang diwajibkan regulator untuk memantau modal dan rasio-rasio modal ini tetap menjadi standar industri untuk mengukur kecukupan modal. Pendekatan OJK untuk pengukuran ini terutama berdasarkan pemantauan terhadap hubungan antara modal yang diwajibkan berdasarkan profil risiko terhadap modal yang tersedia.

Management uses regulatory capital ratios in order to monitor its capital base, and these capital ratios remain the industry standards for measuring capital adequacy. OJK's approach to such measurement is primarily based on monitoring the relationship of the capital resources requirement based on risk profile to available capital resources.

47. Reklasifikasi Akun

Beberapa akun dalam laporan keuangan pada tanggal 31 Desember 2024 telah direklasifikasi agar sesuai dengan penyajian akun-akun pada laporan keuangan pada tanggal 31 Desember 2025 sebagai berikut:

47. Reclassification of Account

Several account in financial statements as of December 31, 2024, have been reclassified to align with the presentation of accounts in the financial statements as of December 31, 2025, as follows:

	31 Desember/*December 2024*			
	Dilaporkan sebelumnya/ *As previously reported*	**Reklasifikasi/ *Reclassifications***	**Dilaporkan saat ini/ *As currently reported***	
LAPORAN ARUS KAS				***STATEMENT OF CASH FLOW***
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOW FROM OPERATING ACTIVITIES***
Pembayaran bukan operasional	(85)	9.303	(9.388)	*Payments for non-operational expenses*
Penurunan (kenaikan) dalam asset operasi: Aset lain-lain	69.430	14.497	54.933	*Decrease (increase) in operating assets: Other assets*
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOW FROM INVESTING ACTIVITIES***
Hasil penjualan agunan yang diambil alih	-	23.800	23.800	*Proceeds from sale of foreclosed assets*

48. Peristiwa Setelah Tanggal Pelaporan

Setelah tanggal 31 Desember 2025, Bank melakukan rasionalisasi jaringan kantor cabang. Sebagai bagian dari inisiatif ini, 3 kantor cabang dan 1 kantor cabang pembantu resmi ditutup pada Januari 2026. Dengan penutupan tersebut, Bank selanjutnya beroperasi melalui tiga cabang, yaitu SCBD, Gajah Mada, dan Medan.

48. Subsequent Events

Subsequent to 31 December 2025, the Bank decided to streamline its branch network. As part of this initiative, 3 branches and 1 sub-branch were officially closed in January 2026. Following the closure, the Bank operates through three remaining branches, namely SCBD, Gajah Mada, and Medan.

49. Tanggung Jawab Manajemen atas Laporan Keuangan

Manajemen Bank bertanggung jawab atas penyusunan penyajian laporan keuangan yang diotorisasi oleh Direksi untuk terbit pada tanggal 30 Maret 2026.

49. Management's Responsibility on the Financial Statements

The Bank's management is responsible for the preparation and presentation of the financial statements which were authorized by Director for issuance on March 30, 2026.

This page has been intentionally left blank