

MARKETING ASPECT

MARKETING STRATEGY

Throughout 2025, Bank Mandiri's marketing strategy becomes more integrated with a strong focus on digital transformation and data-driven personalization. The Bank expands customer reach through product innovation, improved customer experience, and the growing strength of digital channels. The marketing direction aims not only to acquire new customers but also to deepen engagement with existing customers, increase FBI, and reinforce the Bank's position as the most comprehensive financial and digital ecosystem.

The 2025 strategy emphasizes data-driven marketing, precise segmentation, and product integration into digital ecosystems and customer supply chains. Product offerings are strengthened through tailored bundling for MSMEs, retail, and corporate segments. Livin' and Kopra are optimised as primary marketing gateways, enabling automated, real-time acquisition, cross-selling, and retention, delivering higher product penetration and more efficient marketing costs.

Strategic partnerships are expanded with e-commerce platforms, fintech companies, and SOE ecosystems. Sustainability-led marketing is also strengthened, especially for green products such as green financing and sustainability-linked loans, reinforcing Mandiri's role as Indonesia's Sustainability Champion.

Marketing opportunities in 2025 expand across three key areas: increasing digital transactions through Livin' and Kopra that boost FBI; stronger MSME financial inclusion supporting KUR, micro financing, and cash management; and strengthening of non-interest income from wealth management, bancassurance, and investment products.

Expansion into digital ecosystems, paylater offerings, and lifestyle partnerships enables deeper reach into younger segments (millennials–Gen Z), increasing long-term customer lifetime value.

Bank Mandiri also enhances its omnichannel approach, strengthening digital platforms alongside physical channels such as branches and Mandiri Prioritas. Marketing activation is broadened through social media, the website, digital campaigns, ecosystem collaborations, and loyalty programs. For corporates and MSMEs, the Bank hosts business matching, industry forums, and partnerships with strategic partners. The synergy of digital, physical, and ecosystem channels creates a more measurable, efficient, and relevant marketing model.

MARKET SHARE

Bank Mandiri remains one of the largest banks in Indonesia by assets. With consolidated assets exceeding Rp2,830 trillion, the Bank continues to maintain its scale and strategic position in the national banking industry. As of December 2025, Bank Mandiri's market share of total assets increased significantly to 20.74%, reflecting strong competitiveness among major banks. The Bank's market share in Loans, Third-Party Funds (TPF), and CASA also reached 17.44%, 16.65%, dan 18.64%, respectively.

BMRI SHARE PERFORMANCE 2025

Share Performance of BMRI versus JCI – Trend of Up to December 2025



Based on last closing price at the period of 30 December 2024-30 December 2025

Throughout 2025, Bank Mandiri’s share price movement reflected varied market dynamics amid evolving global and domestic sentiment. Against a backdrop of volatility during the year, BMRI began to show more stable movement in the final quarter. Although its overall performance remained below that of the Jakarta Composite Index (JCI), Bank Mandiri’s fundamentals remained solid, as reflected in loan growth, sound asset quality, and strong liquidity. Going forward, BMRI is expected to retain its appeal, supported by an attractive dividend policy, ongoing digital transformation, and growth opportunities arising from selective financing expansion and the domestic economic outlook.

BUSINESS REVIEW



Throughout 2025, Bank Mandiri demonstrated a resilient business model and the successful execution of its transformation, focusing on strengthening the Wholesale ecosystem, accelerating digital banking across all segments, and delivering quality loan growth. Strong performance in the corporate, commercial, and institutional segments further reinforced Bank Mandiri's position as a leading bank in financing productive sectors. The increase in digital transactions and the expansion of technology-based services also enhanced efficiency and strengthened customer loyalty in the Retail segment. Supported by strong capital foundations, well-maintained asset quality, and expansion strategies that remain adaptive to economic dynamics, Bank Mandiri continues to strengthen its role as a key driver of national economic growth and a leading financial institution in the region.

Bank Mandiri navigated a dynamic economic environment throughout 2025, marked by both challenges and opportunities. Amid shifting macroeconomic conditions and increasingly intense competition within the banking industry, Bank Mandiri maintained solid performance through a consistent strategy focused on strengthening digital capabilities, enhancing service quality, and implementing prudent risk management. The year 2025 marked an important phase in Bank Mandiri's corporate journey to reaffirm its position as a bank with strong fundamentals while accelerating progress toward its long-term vision of "Becoming the Best Financial Institution in Southeast Asia."

Within the Wholesale Banking segment, Bank Mandiri successfully sustained loan growth momentum in priority sectors while maintaining asset quality. Both the commercial and corporate segments recorded positive performance, supported by increasingly mature strategies and the continued integration of the Kopra by Mandiri platform. Despite ongoing liquidity pressures and global interest rate volatility, Bank Mandiri was able to maintain a healthy funding structure through diversified funding sources, increased CASA, and stronger synergies with key institutional customers.

From the Retail Banking perspective, business growth was driven by the expanding capabilities of Bank Mandiri's digital banking services. *Living by Mandiri* continued to serve as the backbone of customer acquisition and engagement while evolving into a more comprehensive financial services ecosystem. The optimization of data analytics enabled Bank Mandiri to enhance product penetration, expand its customer base, and drive higher-value transactions in the consumer and Micro, Small and Medium Enterprises (MSME) segments. Stable retail loan growth, increasing

digital transactions, and rising Fee-Based Income reflect the consistent execution of the Bank's strategic initiatives.

The micro business and financial inclusion initiatives of Bank Mandiri also recorded significant progress in 2025. The disbursement of People's Business Credit (KUR) and micro loans continued to expand while maintaining sound financing quality. In addition, the branchless banking network through Mandiri Agen further strengthened Bank Mandiri's role in expanding access to financial services, including in remote areas. These initiatives not only contributed to the growth of the micro business segment but also supported the Government's agenda to enhance national financial inclusion.

In global markets and treasury management, Bank Mandiri maintained its position as one of the leading banks in foreign exchange transactions and international banking services in Indonesia. Effective liquidity management, strengthened diversification of financial market instruments, and the development of various treasury solutions for corporate customers contributed steadily to the Bank's overall revenue. The expansion of the international network and enhanced trade finance services also supported the growth of Bank Mandiri's international business in 2025.

Overall, 2025 reaffirmed the resilience of Bank Mandiri's business model while demonstrating the effectiveness of the transformation strategy implemented over the past several years. With a solid financial foundation, sustainable growth across multiple segments, and increasingly strong digital capabilities, Bank Mandiri enters the coming years with positive prospects to achieve its long-term strategic targets and strengthen its role as a key driver of national economic growth. The Bank remains committed to delivering the best services to all stakeholders while continuing to innovate and transform in response to the evolving challenges ahead.

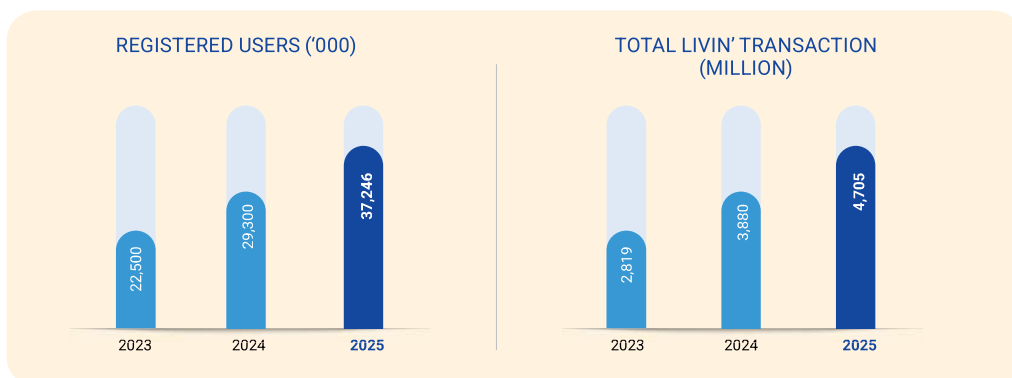
DIGITAL BANKING

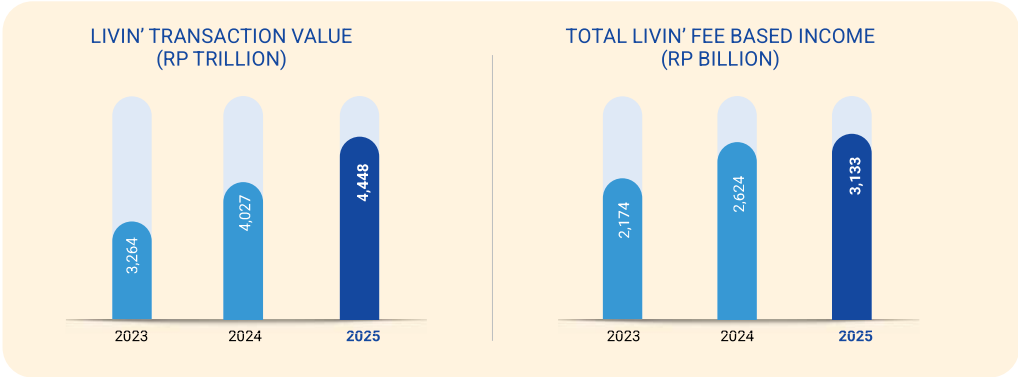
IMPORTANT HIGHLIGHTS

- Strong and increasingly dominant digital transaction growth across both the Retail and Wholesale segments reflects the continued expansion of Bank Mandiri's digital activity throughout 2025. This is evident in the increase in transaction volume and value across Livin', Livin' Merchant, and Kopra by Mandiri. These digital channels have become key contributors to customer acquisition, stronger engagement, and improved service process efficiency.
- Livin' by Mandiri continues to strengthen its financial and lifestyle ecosystem. Livin' Merchant is expanding the QRIS acceptance base and application-based payment services for micro, small, and retail businesses. Meanwhile, Kopra has further reinforced its role as a corporate and institutional transaction platform with features such as supply chain and liquidity management. These three platforms demonstrate expanding capabilities and increasingly comprehensive digital solutions while also supporting the growth of Bank Mandiri's Fee-Based Income throughout 2025.
- Digitalization has enhanced Bank Mandiri's service quality and operational efficiency, enabling lower service costs, faster processes, and reduced reliance on physical networks. Improvements in system stability, security, and user experience have consistently increased customer satisfaction while further strengthening Bank Mandiri's position as a leader in Digital Banking in Indonesia.

RETAIL BANKING PERFORMANCE HIGHLIGHTS

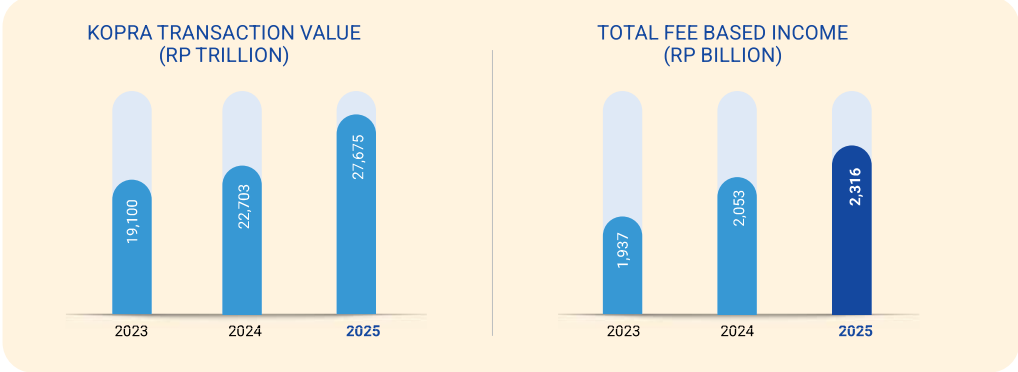
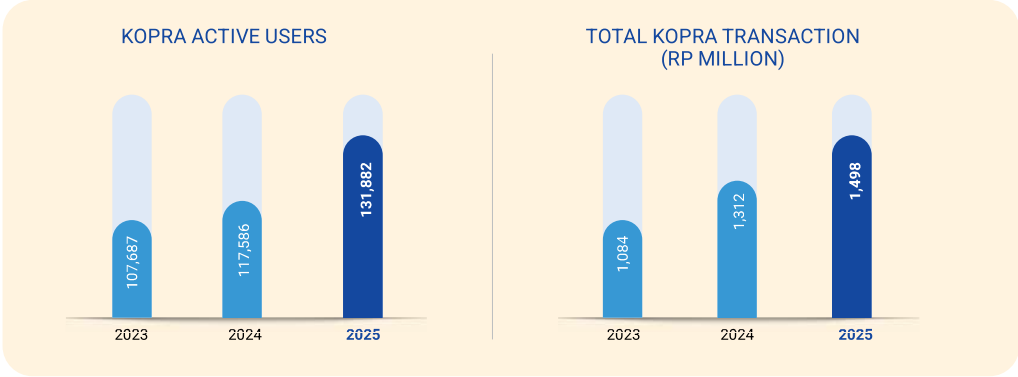
Description	2023	2024	2025
Registered Users ('000)	22,500	29,300	37,246
Total Livin' Transaction (Million)	2,819	3,880	4,705
Livin' Transaction Value (Rp Trillion)	3,264	4,027	4,448
Total Livin' Fee Based Income (Rp Billion)	2,174	2,624	3,133





WHOLESALE BANKING PERFORMANCE HIGHLIGHTS

Description	2023	2024	2025
Kopra Active Users	107,687	117,586	131,882
Total Kopra Transaction (Million)	1,084	1,312	1,498
Kopra Transaction Value (Rp Trillion)	19,100	22,703	27,675
Total Fee Based Income (Rp Billion)	1,937	2,053	2,316



DIGITAL BANKING STRATEGY & INNOVATION IN 2025

In 2025, Bank Mandiri remains committed to continuously enriching and enhancing the features of its financial super app Livin' by Mandiri, Livin' Merchant, and the super platform Kopra by Mandiri.

For the Livin' by Mandiri super app, several new innovations have been introduced, including:

1. Introducing features to expand acquisition reach toward the next generation of customers.
2. Introducing features that utilize Artificial Intelligence (AI) in financial management to enhance financial literacy across all customer segments.
3. Expanding investment product offerings to further complete the customer investment journey within Livin'.

Meanwhile, for Livin' Merchant, the new innovations introduced focus on enhancing the convenience and operational efficiency of business operators, including:

1. A customer payment feature with funds disbursed directly into the merchant's account, thereby helping maintain smooth business cash flow.
2. A feature that allows merchants to place orders directly with distributors within the Bank Mandiri ecosystem.
3. A voice notification feature that automatically announces the transaction amount to help merchants verify payments more quickly and accurately.

In response to evolving customer needs, Bank Mandiri through the Wholesale segment has established strategies to strengthen its position as a market leader in digital banking services in Indonesia. This strategy focuses on developing and strengthening a closed-loop ecosystem through Kopra Partnership, which facilitates an integrated ecosystem connecting upstream and downstream participants. This ecosystem connects principals, suppliers, distributors, retailers, and individual

customers through the integration of Kopra by Mandiri and Livin' by Mandiri via the Kopra Bill Reminder feature, enabling invoices to be sent directly to Livin' by Mandiri.

In addition, to further expand services for customers, Bank Mandiri has integrated Kopra by Mandiri and Livin' by Mandiri by introducing the Kopra to Livin' Financing solution. This solution facilitates faster invoice payment receipts for individual suppliers whose accounts are directly connected to their Livin' application. The introduction of these two features is expected to address customer needs while encouraging greater adoption and utilization of both platforms.

DIGITAL BANKING CHALLENGES IN 2025

Amid increasingly intense competition in the financial industry throughout 2025, Bank Mandiri faced various challenges in strengthening and expanding the performance of its Digital Banking services. The Bank must ensure the reliability of its technology infrastructure, maintain system stability, and enhance the capacity of platforms such as Livin' to accommodate the growing surge in daily transaction volumes. In this context, one of the key challenges is meeting rising customer expectations for digital services that are fast, personalized, and seamless. Delivering a consistent and secure digital experience across all channels remains a critical challenge that Bank Mandiri must continuously address.

In addition, Bank Mandiri also faced the challenge of accelerating innovation amid increasing competition from digital banks, fintech companies, and embedded finance platforms. Non-bank competitors have aggressively introduced financial services that are more convenient, instant, and deeply integrated with digital lifestyles. In response, Bank Mandiri continues to enrich its digital features, accelerate end-to-end customer acquisition and onboarding, and simplify credit processes and other financial services to remain relevant and competitive. Internal alignment has also been strengthened to support service transformation, including enhancing employees' digital capabilities and adjusting business processes to become more agile and data-driven.



At the same time, cybersecurity risks have become increasingly significant. With the growing volume of digital transactions and the expanded use of API-based technologies and open banking, the risk of cyberattacks and potential fraud has increased substantially. These challenges have encouraged Bank Mandiri to further strengthen fraud detection and prevention systems, enhance encryption, and expand authentication capabilities based on biometric technology and artificial intelligence. In addition, educating customers on digital security practices has become a crucial element in maintaining the integrity of Bank Mandiri's services.

Overall, 2025 has been a period that requires Bank Mandiri to continuously strengthen its technological foundation, enhance the quality of the digital customer experience, and accelerate innovation in response to intensifying competition and evolving customer behavior. Despite these challenges, the evolving landscape also presents significant opportunities for Bank Mandiri to further reinforce its position as a leader in Digital Banking in Indonesia.

DIGITAL BANKING PERFORMANCE IN 2025

Retail Segment Digital Banking Performance

In 2025, Bank Mandiri's Digital Banking performance showed stronger acceleration as a result of the Bank's digital transformation carried out over the past several years. The Livin' by Mandiri application remains the primary driver of Digital Banking growth in the Retail segment, with the number of users continuing to increase and reaching more than 37.2 million users, representing growth of 27% (yoy) as of December 2025. Transaction frequency also increased by 21% (yoy), while transaction value reached Rp4,448 trillion, increasing by 10% of 2025. Through Livin' by Mandiri, more than 93% of new account openings at Bank Mandiri are now conducted digitally. This rapid growth is driven by greater transaction convenience, faster service, and consistent feature innovation such as digital account opening and integration with other financial products. It also reflects the increasing reliance of customers on digital channels as their primary means for daily banking activities.

The digitalization of services implemented by Bank Mandiri has also contributed positively to the growth of commission income from non-cash transactions. Digital Fee-Based Income generated through platforms such as Livin' recorded growth of 19% (yoy) as of December 2025. This increase in commission-based income from digital channels demonstrates that Bank Mandiri's Digital Banking has become a sustainable new source of revenue growth.

Within the retail merchant ecosystem, the continuously growing Livin' Merchant channel has also made a significant contribution. As of December 2025, the number of registered merchants had reached more than 3 million business operators, representing year-on-year growth of 31%. This achievement reflects Bank Mandiri's success in expanding access to digital payment services for business operators across various sectors. The increasingly broad adoption has also strengthened Bank Mandiri's integrated payment ecosystem, promoted financial inclusion, and opened opportunities to increase cross-selling of products and services to business operators.

Overall, 2025 demonstrated that Digital Banking has become one of the key pillars of Bank Mandiri's growth, particularly in the Retail segment. The successful expansion of the user base, increased transaction value, and stronger contribution from Fee-Based Income reaffirm Bank Mandiri's position as one of the leaders in Digital Banking in Indonesia. With a consistent innovation strategy and a comprehensive digital ecosystem, Bank Mandiri is well positioned to sustain growth and further expand the reach of its digital services.

Wholesale Segment Digital Banking Performance

Digital Banking services of Bank Mandiri's Wholesale segment in 2025 delivered solid performance, further strengthening the Bank's position as the largest provider of corporate financial transaction solutions in Indonesia. The utilization of the Wholesale Digital Super Platform Kopra by Mandiri significantly increased corporate customer transaction activity. State-Owned Enterprises (SOEs), large corporations, and commercial business players increasingly rely on Bank Mandiri's digital services to manage cash flows, supplier payments, payroll, and trade finance transactions in an end-to-end manner.

As of December 2025, the transaction value of Kopra by Mandiri reached Rp27,675 trillion, increasing from Rp22,703 trillion in the previous year. In line with this increase, the volume of Kopra transactions also increased to 1.498 billion transactions, compared to 1.312 billion transactions in 2024. In addition, the number of active Kopra users continued to increase to 131,882 users, from 117,586 users in 2024. The growth in transaction activity also contributed to an increase in fee based income from Kopra services, which reached Rp2,315 billion in 2025, compared to Rp2,053 billion in the previous year.

The growth in transaction volume and frequency in the Wholesale segment has been supported by Bank Mandiri's ability to deliver services that are increasingly automated and integrated with customers' internal systems. Strengthening API banking capabilities enables companies to perform automatic reconciliation, real-time payments, and instant cash flow monitoring, thereby reducing operational costs and improving financial control. This transformation has contributed to sustained transaction-based revenue growth amid the economic dynamics of 2025.

From an operational perspective, Bank Mandiri continues to prioritize improvements in reliability, cybersecurity, and platform availability. The implementation of biometric technology, adaptive authentication, and real-time transaction risk monitoring helps maintain corporate customer confidence in the stability of Bank Mandiri's digital services. These initiatives are critical given the high demand from corporate clients for services that are not only fast but also supported by robust security standards.

In addition, Kopra by Mandiri continues to be enhanced to provide a better user experience, focusing on its three main functions, Cash Management, Value Chain, and Trade, accessible through a single sign-on system. Kopra by Mandiri also features a personalized management dashboard that can be tailored to business needs, along with various additional digital transaction features.

Overall, the Digital Banking performance of Bank Mandiri's Wholesale segment in 2025 reflects the success of the Bank's strategy in strengthening digital capabilities as the foundation of corporate services. With an increasing number of customers adopting digital transactions and a more comprehensive service ecosystem, Bank Mandiri has strengthened its competitiveness in the Wholesale segment while also supporting greater efficiency and productivity among large corporations that serve as its key partners.

The achievements of the Wholesale segment as of December 2025 are as follows:

Year	Type	Cash Management	Trade & Bank Guarantee	Value Chain
2025	Transaction Nominal	Rp26,922 trillion	Rp656,7 trillion	Rp96,3 trillion
2024	Transaction Nominal	Rp18,363 trillion	Rp656,2 trillion	Rp74,1 trillion
2023	Transaction Nominal	Rp18,277 trillion	Rp717,2 trillion	Rp70,6 trillion

DIGITAL BANKING STRATEGY FOR 2026

In 2026, Bank Mandiri is committed to continuously enriching and enhancing its digital service capabilities through the Livin' by Mandiri financial super app, Livin' Merchant, and the KOPRA by Mandiri super platform.

The development of Livin' by Mandiri will focus on providing features and services that are increasingly relevant to the needs of the public, in order to accelerate adoption and increase the intensity of digital service utilisation by customers. Livin' by Mandiri will introduce various features that support the expansion of customer acquisition, particularly to reach the next generation of customers. In addition, Livin' by Mandiri will expand the range of financial products and services available within the platform, including the development of new types of savings products to support the strengthening of low-cost funds in line with the Bank's strategic direction, as well as the addition of more diverse investment instruments in line with the growing investment trends among the public. Development will also include the optimisation of user experience, including the utilisation of artificial intelligence to support more personalised financial management and enhance customers' financial literacy.

From a service perspective, Livin' by Mandiri will strengthen its service care capabilities to deliver faster, easier, and more efficient transaction issue resolution processes, thereby improving the overall quality of the service experience. In addition, various enhancements to existing features will continue to be implemented to

ensure that the available services become increasingly convenient, seamless, and easy for customers to use.

As part of its commitment to meeting the needs of MSME business customers, Livin' Merchant will continue to be developed by introducing Payment Point Online Bank (PPOB) services that enable merchants to serve purchases of various digital products, such as prepaid mobile credit, data packages, electricity tokens, and other digital services. This development is expected to facilitate the public's digital transaction needs through a single integrated application, thereby providing a more practical and efficient experience for both merchants and consumers. This initiative forms part of Bank Mandiri's strategy to drive fee-based income growth through increasing transaction volume and diversifying digital services within the merchant ecosystem.

This customer experience-focused approach is not only applied to retail segment but is also extended to corporate segment through the strengthening of Bank Mandiri's wholesale solutions. Kopra by Mandiri, as a solution for corporate customers, not only offers comprehensive services but also delivers a best-in-class transaction experience that continues to evolve in response to the increasing complexity of business needs. This has positioned Kopra as the platform of choice for customers, as reflected in its leading transaction market share in Indonesia.

OPERATIONAL REVIEW BY BUSINESS SEGMENT

Bank Mandiri organizes its working units into three main groups: business units, support functions, and business & network units, all of which play roles in carrying out activities within the banking industry. These three main groups are further divided into several segments and subsegments.

The business units serve as the primary drivers of Bank Mandiri's business development. The operational segments within this group consist of two main segments: Wholesale Banking and Retail Banking. Support functions are responsible for supporting overall business operations. Meanwhile, the business & network units function as the sales arm responsible for delivering products and services to all Bank Mandiri customer segments. The business & network units consist of 12 Regional Offices distributed across Indonesia.

OPERATIONAL SEGMENT

Bank Mandiri's operating segments are illustrated in the following diagram:



OPERATING SEGMENT PROFITABILITY

as of December 2025

Growth of Net Profit by Operating Segment



- Net profit of Bank Mandiri's operating segments reached Rp61.35 trillion, increased by **0.30%** (yoy) in 2025.
- This growth was also supported by the performance of the Commercial Banking and Treasury & International Banking segments, which grew by **33.92%** (yoy) and **106.71%** (yoy), respectively, in 2025.

Growth of Interest and Sharia Income by Operating Segment



- Interest and sharia income of Bank Mandiri's Operational segments grew by **8.71%** (yoy) to Rp164.41 trillion in 2025.
- The Wholesale Banking segment remained the largest contributor, increased by Rp16.15 trillion or **13.24%** (yoy) to Rp138.22 trillion.

Key Contributors to the Increase in Interest and Sharia Income within the Wholesale Banking Segment



- Corporate Banking: Increased by Rp3.91 trillion, grew **7.06%** (yoy) to Rp59.37 trillion.
- Commercial Banking: Increased by Rp3.88 trillion, grew **13.72%** (yoy) to Rp32.21 trillion.
- Institutional Relations: Increased by Rp5.16 trillion, grew **40.96%** (yoy) to Rp17.76 trillion.
- Treasury & International Banking: Increased by Rp3.19 trillion, grew **12.44%** (yoy) to Rp28.86 trillion.

Retail Banking Segment



Interest and sharia income from the Retail Banking segment decreased by Rp1.24 trillion or **1.51%** (yoy) to Rp80.77 trillion in 2025.

Subsidiaries



Interest and sharia income from subsidiaries increased by **8.67%** (yoy) to Rp42.90 trillion in 2025.

OPERATING SEGMENT PROFITABILITY 2025 (AS OF 31 DECEMBER 2025)

(In Rp million)

Description	Corporate Banking	Commercial Banking	Institutional Relations	Retail Banking
Consolidated Statement of Profit or Loss and Other Comprehensive Income				
Interest Income and Sharia Income **)	59,373,177	32,217,560	17,760,180	80,778,570
Interest Expense and Sharia Expense **)	(46,396,079)	(23,017,853)	(13,889,004)	(32,043,905)
Net Interest and Sharia Income	12,977,098	9,199,707	3,871,176	48,734,665
Net Premium Income	-	-	-	-
Net Interest, Sharia and Premium Income	12,977,098	9,199,707	3,871,176	48,734,665
Other Operating Income:				
Fees and Commissions	3,769,678	1,268,385	331,422	9,790,664
Others	415,460	131,871	36,961	5,129,581
Total	4,185,138	1,400,256	368,383	14,920,245
Reversal/(Establishment) Allowance for Impairment Losses of Financial Assets and Others	51,962	892,812	(22,498)	(6,000,150)
Gains on Sale of Marketable Securities and Government Bonds	-	-	-	-
Other Operating Expenses:				
Salaries and Employee Benefits	(807,234)	(788,253)	(304,943)	(11,436,883)
General and Administrative Expenses	(728,315)	(500,306)	(430,662)	(11,624,781)
Others	(1,268,034)	(626,797)	(525,465)	(3,051,794)
Total	(2,803,583)	(1,915,356)	(1,261,070)	(26,113,458)
Net Non-Operating Income/(Expenses)	-	-	-	-
Tax Expense	-	-	-	-
Net Profit	14,410,615	9,577,419	2,955,991	31,541,302
Net Profit Attributable To:				
Owners of Parent Entity	-	-	-	-
Noncontrolling interests	-	-	-	-
Consolidated statement of financial position				
Gross Loans	636,601,990	328,309,681	121,121,113	404,715,061
Total Assets	652,205,516	323,724,460	121,527,857	275,626,665
Demand Deposits and Wadiah Demand Deposits	(282,753,032)	(126,426,814)	(77,838,861)	(146,377,154)
Saving Deposits and Wadiah Saving Deposits	(19,366,211)	(33,940,255)	(2,110,787)	(490,273,021)
Time Deposits	(102,477,377)	(35,820,876)	(192,760,477)	(247,976,153)
Total Deposits from Customer	(404,596,620)	(196,187,945)	(272,710,125)	(884,626,328)
Total Liabilities	(405,878,894)	(197,074,237)	(274,636,187)	(773,224,701)

*) Includes the elimination of internal transfer pricing or reclassification between operating segments and elimination of subsidiaries.

**) Includes components of internal transfer pricing between operating segments.

	Treasury & International Banking	Head Office	Subsidiary - Sharia	Subsidiary - Insurance	Subsidiary - Non-Sharia and Insurance	Adjustment and Elimination*)	Total
	28,869,801	361,314	28,263,075	887,733	13,752,500	(97,851,444)	164,412,466
	(30,730,624)	(243,428)	(9,136,405)	-	(5,857,940)	103,112,807	(58,202,431)
	(1,860,823)	117,886	19,126,670	887,733	7,894,560	5,261,363	106,210,035
	-	-	-	550,415	-	-	550,415
	(1,860,823)	117,886	19,126,670	1,438,148	7,894,560	5,261,363	106,760,450
	459,355	5,133,952	4,607,178	-	2,755,894	(563,114)	27,553,414
	5,651,788	4,360,265	3,045,192	189,943	2,984,301	(1,496,341)	20,449,021
	6,111,143	9,494,217	7,652,370	189,943	5,740,195	(2,059,455)	48,002,435
	(24,217)	(600,470)	(3,259,129)	-	(2,369,500)	303	(11,330,887)
	-	210,974	243,713	6,187	2,272	-	463,146
	(196,522)	(3,969,712)	(5,496,618)	-	(3,635,289)	-	(26,635,454)
	(222,624)	(6,216,356)	(7,451,839)	-	(3,247,398)	-	(30,422,281)
	(572,818)	(2,676,630)	(1,030,158)	(720,035)	(617,733)	562,794	(10,526,670)
	(991,964)	(12,862,698)	(13,978,615)	(720,035)	(7,500,420)	562,794	(67,584,405)
	-	124,559	(23,593)	-	5,858	-	106,824
	-	(11,925,255)	(2,193,889)	(77,428)	(874,858)	-	(15,071,430)
	3,234,139	(15,440,787)	7,567,527	836,815	2,898,107	3,765,005	61,346,133
	-	-	-	-	-	-	5,052,183
	-	-	-	-	-	-	56,293,950
	6,360,817	-	314,811,165	-	51,693,319	(13,645,190)	1,849,967,956
	333,612,242	521,399,843	456,192,606	43,813,450	137,305,312	(35,459,925)	2,829,948,026
	(7,648,141)	1,191,686	(27,790,474)	-	(504,784)	2,037,984	(666,109,590)
	(520,827)	-	(63,311,121)	-	(12,392,748)	-	(621,914,970)
	(16,324,065)	106,743,220	-	-	(42,202,904)	1,945,984	(528,872,648)
	(24,493,033)	107,934,906	(91,101,595)	-	(55,100,436)	3,983,968	(1,816,897,208)
	(81,762,620)	(233,557,641)	(114,099,143)	(40,396,844)	(112,698,228)	20,403,291	(2,212,925,204)

OPERATING SEGMENT PROFITABILITY 2024 (AS OF 31 DECEMBER 2024)

(In Rp million)

Description	Corporate Banking	Commercial Banking	Institutional Relations	Retail Banking	
Consolidated Statement of Profit or Loss and Other Comprehensive Income					
Interest Income and Sharia Income **)	55,458,085	28,329,824	12,599,521	82,023,216	
Interest Expense and Sharia Expense **)	(43,095,529)	(21,526,623)	(9,354,874)	(31,421,713)	
Net Interest and Sharia Income	12,362,556	6,803,201	3,244,647	50,601,503	
Net Premium Income	-	-	-	-	
Net Interest, Sharia and Premium Income	12,362,556	6,803,201	3,244,647	50,601,503	
Other Operating Income:					
Fees and Commissions	3,579,720	1,068,987	540,910	7,939,832	
Others	370,578	140,578	47,508	5,979,568	
Total	3,950,298	1,209,565	588,418	13,919,400	
Reversal/(Establishment) Allowance for Impairment Losses of Financial Assets and Others	208,039	533,724	22,539	(8,056,279)	
Gains on Sale of Marketable Securities and Government Bonds	-	-	-	-	
Other Operating Expenses:					
Salaries and Employee Benefits	(707,702)	(582,713)	(261,121)	(8,550,280)	
General and Administrative Expenses	(537,990)	(337,903)	(287,935)	(8,794,411)	
Others	(953,374)	(474,356)	(283,621)	(3,421,039)	
Total	(2,199,066)	(1,394,972)	(832,677)	(20,765,730)	
Net Non-Operating Income/(Expenses)	-	-	-	-	
Tax Expense	-	-	-	-	
Net Profit	14,321,827	7,151,518	3,022,927	35,698,894	
Net Profit Attributable To:					
Owners of Parent Entity	-	-	-	-	
Noncontrolling interests	-	-	-	-	
Consolidated statement of financial position					
Gross Loans	515,387,333	292,862,407	96,337,445	397,443,310	
Total Assets	532,047,351	285,625,155	97,040,404	270,832,653	
Demand Deposits and Wadiah Demand Deposits	(266,264,072)	(101,979,504)	(56,424,491)	(121,995,373)	
Saving Deposits and Wadiah Saving Deposits	(22,875,714)	(29,835,214)	(2,216,055)	(459,185,804)	
Time Deposits	(40,428,190)	(29,372,581)	(44,297,076)	(246,264,747)	
Total Deposits from Customer	(329,567,976)	(161,187,299)	(102,937,622)	(827,445,924)	
Total Liabilities	(330,132,708)	(162,089,578)	(104,667,569)	(719,307,812)	

*) Includes the elimination of internal transfer pricing or reclassification between operating segments and elimination of subsidiaries.

**) Includes components of internal transfer pricing between operating segments.

	Treasury & International Banking	Head Office	Subsidiary - Sharia	Subsidiary - Insurance	Subsidiary - Non-Sharia and Insurance	Adjustment and Elimination*)	Total
	25,675,744	311,561	25,190,341	366,240	13,922,134	(92,640,639)	151,236,027
	(26,435,919)	(309,039)	(7,889,030)	-	(5,662,346)	96,215,966	(49,479,107)
	(760,175)	2,522	17,301,311	366,240	8,259,788	3,575,327	101,756,920
	-	-	-	2,520,813	-	-	2,520,813
	(760,175)	2,522	17,301,311	2,887,053	8,259,788	3,575,327	104,277,733
	249,408	4,207,616	3,591,648	-	2,876,145	(606,746)	23,447,520
	2,795,794	4,640,925	2,674,566	1,163,338	2,552,526	(1,641,886)	18,723,495
	3,045,202	8,848,541	6,266,214	1,163,338	5,428,671	(2,248,632)	42,171,015
	(19,093)	39,701	(2,822,044)	-	(1,835,591)	-	(11,929,004)
	-	1,041	147,338	1,016	902	-	150,297
	(184,589)	(4,397,981)	(5,284,069)	(461,312)	(3,560,996)	-	(23,990,763)
	(163,140)	(6,746,929)	(5,822,530)	(780,922)	(3,047,873)	-	(26,519,633)
	(353,631)	(398,829)	(850,481)	(1,154,040)	(657,778)	447,099	(8,100,050)
	(701,360)	(11,543,739)	(11,957,080)	(2,396,274)	(7,266,647)	447,099	(58,610,446)
	-	342,689	4,393	-	(3,191)	-	343,891
	-	(11,890,259)	(2,044,505)	(278,899)	(1,024,702)	-	(15,238,365)
	1,564,574	(14,199,504)	6,895,627	1,376,234	3,559,230	1,773,794	61,165,121
	-	-	-	-	-	-	5,382,379
	-	-	-	-	-	-	55,782,742
	8,748,909	-	275,170,624	-	46,933,649	(9,667,065)	1,623,216,612
	288,676,693	403,099,471	408,613,432	41,914,379	131,222,110	(31,848,386)	2,427,223,262
	(5,041,157)	670,918	(19,147,079)	-	(1,094,974)	2,699,723	(568,576,009)
	(426,607)	-	(55,280,067)	-	(10,372,335)	-	(580,191,796)
	(4,983,283)	104,031,094	-	-	(37,426,416)	1,274,047	(297,467,152)
	(10,451,047)	104,702,012	(74,427,146)	-	(48,893,725)	3,973,770	(1,446,234,957)
	(116,194,603)	(186,574,573)	(109,666,533)	(38,101,669)	(109,228,303)	16,783,973	(1,859,179,375)