

Synergy in Protecting the Nation: Optimizing Best Practices for Sustainable Social Impact

Sinergi Melindungi Negeri: Mengoptimalkan Praktik Terbaik untuk Dampak Sosial yang Berkelanjutan

2025

Sustainability Report
Laporan Keberlanjutan

INDONESIA FINANCIAL GROUP



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Memasuki tahun 2025, IFG melanjutkan perjalanan transformasinya dengan menempatkan keberlanjutan sebagai bagian yang tidak terpisahkan dari strategi dan arah pertumbuhan Grup menuju *National Champion 2030*. Sejalan dengan visi S.T.A.R.S, IFG meyakini bahwa keberhasilan perusahaan tidak hanya tercermin dari pencapaian kinerja finansial, tetapi juga dari kemampuan menciptakan nilai yang berkelanjutan bagi masyarakat, lingkungan, dan perekonomian nasional. Komitmen tersebut diterjemahkan melalui *Strategy House* RJPP 2025–2029 dengan mengintegrasikan prinsip ESG (*Environmental, Social, and Governance*) ke dalam berbagai aspek strategi Grup melalui tiga pilar pendukung keberlanjutan, yaitu Memperkuat Fondasi (*Strengthen Foundation*), Mengakselerasi Pertumbuhan (*Accelerate Growth*), dan Mendorong Ekselensi (*Drive Excellence*). Ketiga pilar tersebut menjadi landasan bagi IFG untuk memperkuat tata kelola yang beretika dan akuntabel, memperluas akses perlindungan dan inklusi keuangan, serta mendorong inovasi dan keunggulan operasional yang memberikan nilai tambah jangka panjang.

Dalam kerangka tersebut, “Sinergi Melindungi Negeri” merefleksikan kekuatan kolektif IFG dalam mengoptimalkan kompetensi, pengalaman, jaringan, sumber daya, dan praktik terbaik di seluruh ekosistem asuransi dan penjaminan. Sinergi tidak hanya dimaknai sebagai kolaborasi antar entitas, tetapi juga sebagai upaya membangun kapabilitas bersama yang mampu menghasilkan solusi perlindungan yang lebih relevan, inklusif, dan adaptif terhadap kebutuhan masyarakat serta dunia usaha. Melalui peran tersebut, IFG berupaya memperkuat ketahanan sosial-ekonomi bangsa dengan membantu masyarakat, UMKM, dan pelaku usaha mengelola berbagai risiko finansial serta menjaga keberlangsungan aktivitas produktif. Sementara itu, “Mengoptimalkan Praktik Terbaik” mencerminkan komitmen untuk terus mengevaluasi, mengadaptasi, dan mengembangkan proses, kebijakan, produk, layanan, serta tata kelola berdasarkan pembelajaran dan standar yang semakin baik, sehingga prinsip keberlanjutan dapat diterapkan secara konsisten dalam aktivitas bisnis dan memberikan hasil yang nyata.

Keseluruhan upaya tersebut diarahkan untuk menciptakan “Dampak Sosial yang Berkelanjutan”, yaitu dampak positif yang tidak hanya bersifat sesaat, tetapi mampu memperkuat kapasitas dan ketahanan masyarakat dalam jangka panjang. Perluasan akses perlindungan dan inklusi keuangan, dukungan terhadap UMKM, peningkatan literasi dan kesadaran finansial, pemberdayaan masyarakat, serta penciptaan lingkungan kerja yang inklusif merupakan bagian dari kontribusi IFG dalam membangun ekosistem yang memungkinkan masyarakat untuk tumbuh dan berkembang secara berkelanjutan. Dengan demikian, perjalanan IFG menuju *National Champion 2030* tidak semata-mata diarahkan pada pencapaian keunggulan bisnis, tetapi juga pada kemampuan Grup untuk menciptakan nilai bersama, memperkuat ketahanan sosial-ekonomi, dan memberikan kontribusi nyata bagi pembangunan Indonesia yang inklusif dan berkelanjutan.

As we enter 2025, IFG continues its transformation journey by making sustainability an integral part of the Group’s strategy and growth direction toward becoming a National Champion by 2030. In line with the S.T.A.R.S. vision, IFG believes that a company’s success is reflected not only in its financial performance but also in its ability to create sustainable value for society, the environment, and the national economy. This commitment is embodied in the RJPP 2025–2029 Strategy House by integrating ESG (Environmental, Social, and Governance) principles into various aspects of the Group’s strategy through three pillars of sustainability: Strengthen Foundation, Accelerate Growth, and Drive Excellence. These three pillars serve as the foundation for IFG to strengthen ethical and accountable governance, expand access to financial protection and inclusion, and drive innovation and operational excellence that deliver long-term value.

Within this framework, “Synergy to Protect the Nation” reflects the IFG’s collective strength in optimizing competencies, experience, networks, resources, and best practices across the entire insurance and guarantee ecosystem. Synergy is not only understood as collaboration among entities but also as an effort to build shared capabilities capable of producing protection solutions that are more relevant, inclusive, and adaptable to the needs of the public and the business community. Through this role, IFG strives to strengthen the nation’s socioeconomic resilience by helping the public, MSMEs, and business actors manage various financial risks and maintain the continuity of productive activities. Meanwhile, “Optimizing Best Practices” reflects a commitment to continuously evaluate, adapt, and develop processes, policies, products, services, and governance based on learning and increasingly higher standards, so that the principle of sustainability can be consistently applied in business activities and deliver tangible results.

All of these efforts are aimed at creating “Sustainable Social Impact”—that is, positive impacts that are not merely temporary but are capable of strengthening communities’ capacity and resilience in the long term. Expanding access to financial protection and inclusion, supporting MSMEs, improving financial literacy and awareness, empowering communities, and creating an inclusive work environment are all part of IFG’s contribution to building an ecosystem that enables communities to grow and develop sustainably. Thus, IFG’s journey toward becoming a National Champion by 2030 is not solely focused on achieving business excellence, but also on the Group’s ability to create shared value, strengthen socioeconomic resilience, and make a tangible contribution to Indonesia’s inclusive and sustainable development.

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Ikhtisar Kinerja Aspek Keberlanjutan

Highlights of
Sustainability Aspect
Performance



01



IFG menjalankan transformasi melalui Rumah Strategi IFG yang mencakup 5 pilar dan 22 *strategic levers* dengan mengintegrasikan prinsip ESG. Strategi tersebut diperkuat melalui tata kelola, manajemen risiko, SDM, digitalisasi, efisiensi operasional, sinergi grup, serta pengembangan kapabilitas bisnis dan investasi.

IFG is driving its transformation through the IFG Strategy House, which encompasses 5 pillars and 22 *strategic levers* by integrating ESG principles. This strategy is reinforced through corporate governance, risk management, human resources, digitalization, operational efficiency, group synergies, and the development of business and investment capabilities.

PENJELASAN STRATEGI KEBERLANJUTAN [OJK A.1]

EXPLANATION OF SUSTAINABILITY STRATEGIES [OJK A.1]

Demi mewujudkan visi besar untuk "Menjadi Salah Satu Mitra Bidang Keuangan yang Paling Bernilai dan Disegani", Indonesia Financial Group (IFG) telah merumuskan peta jalan transformasi yang komprehensif melalui "Rumah Strategi IFG". Strategi keberlanjutan ini ditopang oleh 5 pilar strategi utama yang dijabarkan lebih lanjut ke dalam 22 *strategic levers*. Setiap pilar dan *lever* dirancang secara integratif untuk memastikan efektivitas operasional, ketahanan finansial, serta penciptaan nilai bersama yang selaras dengan prinsip-prinsip lingkungan, sosial, dan tata kelola (ESG). Melalui kerangka kerja ini, IFG berkomitmen untuk tidak hanya tumbuh secara bisnis, melainkan juga mengawal penguatan industri asuransi, penjaminan, dan investasi nasional secara berkelanjutan.

Fondasi internal yang kokoh menjadi jangkar utama transformasi di mana IFG memfokuskan sasarannya pada penguatan tata kelola, manajemen risiko, serta pengembangan sumber daya manusia (SDM). Perseroan secara konsisten mengakselerasi transformasi budaya kerja berbasis risiko (*Culture Transformation*), membangun kapabilitas digital yang andal (*Digital Capabilities*), serta meningkatkan kompetensi SDM bertalenta (*Performance and People*). Kepatuhan terhadap regulasi mutakhir seperti implementasi PSAK 117 yang didukung oleh modernisasi sistem manajemen data keuangan (*Transform Finance Function*) menjadi bukti nyata komitmen tata kelola IFG. Lebih dari itu, penguatan fungsi manajemen risiko yang adaptif terhadap dinamika ekonomi global serta perlindungan data pribadi konsumen (*Risk Management*) senantiasa diperketat demi menjaga stabilitas dan kepercayaan industri jangka panjang.

Pada aspek operasional dan efisiensi grup, strategi keberlanjutan diimplementasikan melalui restrukturisasi organisasi dan pengoptimalan ekosistem penawaran. IFG berupaya menyelaraskan struktur korporasi dan portofolio afiliasi (*Optimize Corporate Holding Structure & Affiliate Portfolio*) serta membangun mesin sinergi di tingkat holding melalui pengintegrasian layanan bersama (*Centralization and Shared Services* serta *Build Holding Synergy Engine*). Langkah pengetatan efisiensi ini diimbangi dengan keunggulan teknis pada proses *underwriting*, penentuan harga, dan klaim (*Technical Excellence*), serta pemusatan pengelolaan likuiditas (*Streamline Liquidity Management*) guna menekan biaya modal kerja. Guna memperluas dampak positif dan inklusi keuangan di sektor strategis, IFG juga memperkuat kapabilitas keuangan perusahaan (*Strengthen Financing Capabilities*) serta menghadirkan penawaran inovatif pada ranah pasar modal dan investasi (*Strengthen CMI Core Capabilities*) yang responsif terhadap tren investasi alternatif dan berkelanjutan.

To realize its vision of "To Become One of the Most Valuable & Respected Financial Partner", Indonesia Financial Group (IFG) has formulated a comprehensive transformation roadmap through the "IFG Strategy House." This sustainability strategy is underpinned by 5 key strategic pillars, which are further translated into 22 strategic levers. Each pillar and lever is designed in an integrated manner to ensure operational effectiveness, financial resilience, and shared value creation in alignment with environmental, social, and governance (ESG) principles. Through this framework, IFG is committed not only to achieving business growth, but also to supporting the sustainable strengthening of Indonesia's insurance, guarantee, and investment industries.

A solid internal foundation serves as the key anchor of the transformation, with IFG focusing its efforts on strengthening governance, risk management, and human capital. The Company consistently accelerates risk-based Culture Transformation, builds robust Digital Capabilities, and enhances the competencies of its talent through Performance and People. Compliance with the latest regulations, including the implementation of PSAK 117, supported by the modernization of financial data management systems (Transform Finance Function), demonstrates IFG's commitment to sound governance. Furthermore, the risk management function continues to be strengthened to adapt to global economic dynamics and ensure consumer personal data protection (Risk Management), thereby upholding long-term industry stability and trust.

In terms of Group operations and efficiency, the sustainability strategy is implemented through organizational restructuring and optimization of the offering ecosystem. IFG seeks to align its corporate structure and affiliate portfolio through Optimize Corporate Holding Structure & Affiliate Portfolio, while building a synergy engine at the holding level through the integration of shared services (Centralization and Shared Services and Build Holding Synergy Engine). These efficiency measures are complemented by technical excellence in underwriting, pricing, and claims processes through Technical Excellence, as well as centralized liquidity management through Streamline Liquidity Management to reduce working capital costs. To broaden its positive impact and promote financial inclusion in strategic sectors, IFG also strengthens its corporate financing capabilities through Strengthen Financing Capabilities and introduces innovative capital market and investment offerings through Strengthen CMI Core Capabilities, responsive to alternative and sustainable investment trends.

Sebagai respons terhadap dinamika pasar yang berpusat pada pemangku kepentingan, IFG mengedepankan inovasi produk dan model bisnis yang berorientasi pada pelanggan (*Customer Centricity* dan *Marketing Culture*). Melalui ekosistem digital terintegrasi "One by IFG", Perseroan memperkuat saluran distribusi ritel berpendekatan *omnichannel*, baik melalui model *Direct-to-Consumer* (D2C) maupun *Business-to-Business-to-Consumer* (B2B2C), demi memperluas aksesibilitas UMKM dan masyarakat luas (*Strengthen & Digitize Channel Play*). Strategi pertumbuhan ini diperkaya dengan inovasi penawaran produk non-tradisional, perluasan bisnis syariah (*Expand and Optimize Sharia Business*), penyediaan solusi asuransi kesehatan yang inklusif dan terjangkau (*Best-in-Class Health Proposition*), persiapan produk asuransi pihak ketiga (*Early Mover into MTPL*), hingga pemanfaatan peluang merger dan akuisisi (*Grab market M&A Opportunity*). Melalui integrasi seluruh *strategic levers* ini, termasuk pengembangan produk berbasis pembiayaan berkelanjutan dan perdagangan karbon (*Innovative CMI Offerings*) serta penguatan kapabilitas ESG yang komprehensif (*Environment, Social, & Governance*), IFG siap menata ulang industri (*Reshape Industries*) menuju lanskap keuangan masa depan yang lebih hijau, tangguh, dan berkelanjutan.

In response to increasingly stakeholder-centric market dynamics, IFG prioritizes customer-oriented product and business model innovation (*Customer Centricity* and *Marketing Culture*). Through its integrated "One by IFG" digital ecosystem, the Company strengthens its retail distribution channels using an omnichannel approach, through both *Direct-to-Consumer* (D2C) and *Business-to-Business-to-Consumer* (B2B2C) models, to expand accessibility for MSMEs and the wider community through *Strengthen & Digitize Channel Play*. This growth strategy is further enhanced through innovative non-traditional product offerings, expansion of the sharia business through *Expand and Optimize Sharia Business*, the provision of inclusive and affordable health insurance solutions through *Best-in-Class Health Proposition*, preparation of third-party motor liability insurance products through *Early Mover into MTPL*, and the pursuit of merger and acquisition opportunities through *Grab Market M&A Opportunity*. Through the integration of all these strategic levers, including the development of products based on sustainable financing and carbon trading through *Innovative CMI Offerings*, as well as the strengthening of comprehensive ESG capabilities through *Environment, Social, & Governance*, IFG is ready to *Reshape Industries* toward a greener, more resilient, and sustainable financial landscape of the future.

IKHTISAR KINERJA KEBERLANJUTAN

SUSTAINABILITY PERFORMANCE HIGHLIGHTS

KINERJA ASPEK EKONOMI [OJK B.1]

ECONOMIC ASPECT PERFORMANCE [OJK B.1]

Deskripsi Description	Satuan Unit	2025	2024	2023
Kuantitas produk/jasa yang dijual Quantity of products/ services sold	Kategori produk/ layanan jasa Product/ service category	4 Produk 1. Reksa Dana 2. Pendanaan Ultra Mikro 3. Pendanaan PMVD 4. Pendanaan PMVJP	4 Produk 1. Reksa Dana 2. Pendanaan Ultra Mikro 3. Pendanaan PMVD 4. Pendanaan PMVJP	4 Produk 1. Reksa Dana 2. Pendanaan Ultra Mikro 3. Pendanaan PMVD 4. Pendanaan PMVJP
		7 Layanan: 1. Asuransi dan Penjaminan 2. Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) 3. Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) 4. Penjamin Emisi Efek 5. Penasihat Keuangan 6. Manajemen Aset 7. Investasi dan Manajemen Properti	7 Layanan: 1. Asuransi dan Penjaminan 2. Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) 3. Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) 4. Penjamin Emisi Efek 5. Penasihat Keuangan 6. Manajemen Aset 7. Investasi dan Manajemen Properti	7 Layanan: 1. Asuransi dan Penjaminan 2. Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) 3. Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) 4. Penjamin Emisi Efek 5. Penasihat Keuangan 6. Manajemen Aset 7. Investasi dan Manajemen Properti
		4 Products 1. Mutual Fund 2. Ultra Micro Funding 3. Regional Venture Capital Company (PMVD) Fund 4. Short-term Venture Capital Company (PMVJP) Fund	4 Products 1. Mutual Fund 2. Ultra Micro Funding 3. Regional Venture Capital Company (PMVD) Fund 4. Short-term Venture Capital Company (PMVJP) Fund	4 Products 1. Mutual Fund 2. Ultra Micro Funding 3. Regional Venture Capital Company (PMVD) Fund 4. Short-term Venture Capital Company (PMVJP) Fund
		7 Services: 1. Insurance and Guarantee 2. Brokerage Services for trading equity securities (shares) 3. Debt and Sukuk Securities (EBUS) Trading Brokerage Services 4. Underwriter 5. Financial Advisor 6. Asset Management 7. Property Investment and Management	7 Services: 1. Insurance and Guarantee 2. Brokerage Services for trading equity securities (shares) 3. Debt and Sukuk Securities (EBUS) Trading Brokerage Services 4. Underwriter 5. Financial Advisor 6. Asset Management 7. Property Investment and Management	7 Services: 1. Insurance and Guarantee 2. Brokerage Services for trading equity securities (shares) 3. Debt and Sukuk Securities (EBUS) Trading Brokerage Services 4. Underwriter 5. Financial Advisor 6. Asset Management 7. Property Investment and Management
Pendapatan Underwriting Bersih Net Underwriting Income	Miliar Rupiah Billion IDR	-	28.297	28.088
Hasil Jasa Asuransi Insurance Service Results	Miliar Rupiah Billion IDR	2.861	3.028	-
Hasil Kegiatan Penjaminan Guarantee Service Result	Miliar Rupiah Billion IDR	5.150	3.354	-

Deskripsi Description	Satuan Unit	2025	2024	2023
Hasil Investasi Bersih Net Investment Income	Miliar Rupiah Billion IDR	6.836	5.736	-
Hasil Keuangan Bersih Net Financial Result	Miliar Rupiah Billion IDR	(2.411)	(2.707)	-
Laba Bersih Tahun Berjalan Net Profit for the Year	Miliar Rupiah Billion IDR	5.507	3.609*	3.339
Produk ramah lingkungan Environmentally friendly products	Unit produk Product Unit	-	-	-
Pelibatan pemasok lokal dalam proses bisnis Involvement of local suppliers in business processes	Perusahaan/mitra Company/Partners	142 (100%)	167 (100%)	149 (100%)

*disajikan kembali sebagai kepatuhan atas implementasi PSAK 117
*Restated to comply with the implementation of PSAK 117

KINERJA ASPEK LINGKUNGAN [OJK B.2]

ENVIRONMENTAL ASPECT PERFORMANCE [OJK B.2]

Uraian Description	Satuan Unit	2025	2024	2023
Penggunaan listrik Electricity consumption	kWh	191.394	90.060	81.870
	Gigajoule	689,02	324,21	294,73
Penggunaan BBM Fuel usage	Kiloliter	16,86	28,9	24,45
	Gigajoule	677,73	1.161,7	994,49
Penggunaan air Water usage	Meter kubik Cubic Meter	N/A	N/A	N/A
Penggunaan kertas Paper usage	Rim Ream	686	747	660

KINERJA ASPEK SOSIAL [OJK B.3]

SOCIAL ASPECT PERFORMANCE [OJK B.3]

Uraian Description	Satuan Unit	2025	2024	2023
Total pegawai tetap dan kontrak Total permanent and contract employees	Orang People	275	308	300
Jumlah karyawan wanita Number of female employees	Orang People	121	136	136
Dana TJSL BUMN SOE TJSL Fund	Miliar Rupiah Billion IDR	38,46	17,77	11,64
Kinerja K3 Fatalitas OHS performance Fatalities	Kasus Case(s)	Nihil None	Nihil None	Nihil None

TENTANG LAPORAN KEBERLANJUTAN

ABOUT THE SUSTAINABILITY REPORT

Indonesia Financial Group (IFG) sebagai *Holding* BUMN Asuransi, Penjaminan, dan Investasi, menerbitkan Laporan Keberlanjutan sebagai wujud akuntabilitas serta transparansi kinerja Perseroan pada pilar ekonomi, lingkungan, dan sosial. Laporan ini mempertegas komitmen IFG terhadap pembangunan berkelanjutan yang memenuhi kebutuhan masa kini tanpa mengorbankan hak generasi mendatang.

Seluruh informasi keuangan disajikan dalam mata uang Rupiah (kecuali dinyatakan lain) dan mengacu pada Laporan Keuangan Konsolidasian yang telah diaudit oleh Kantor Akuntan Publik. Laporan ini diterbitkan dalam Bahasa Indonesia dan Bahasa Inggris untuk memperluas aksesibilitas. Selain itu, data kuantitatif tiga tahun terakhir disajikan secara komparatif agar para pemangku kepentingan dapat menganalisis tren kinerja IFG dengan lebih komprehensif.

PRINSIP PELAPORAN

Laporan ini disusun berpedoman pada delapan prinsip pelaporan dalam GRI 1: Landasan 2021 yaitu:

1. Akurasi:
Perseroan melaporkan informasi yang benar dan cukup terperinci agar dapat dilakukan penilaian dampak organisasi.
2. Keseimbangan:
Perseroan melaporkan informasi dengan cara netral dan menyediakan gambaran yang seimbang tentang dampak negatif dan positif organisasi.
3. Kejelasan:
Perseroan menyajikan informasi dengan cara yang dapat diakses dan dapat dipahami.
4. Keterbandingan:
Perseroan memilih, menyusun, dan melaporkan informasi secara konsisten agar mereka dapat melakukan analisis mengenai perubahan dalam dampak organisasi seiring waktu dan analisis dampak ini yang berkaitan dengan dampak organisasi lain.
5. Kelengkapan:
Perseroan menyediakan informasi yang memadai agar penilaian dampak organisasi dapat dilakukan selama periode pelaporan.
6. Konteks Keberlanjutan:
Perseroan melaporkan informasi tentang dampak mereka dalam konteks yang lebih luas dari pembangunan berkelanjutan.
7. Ketepatan waktu:
Perseroan melaporkan informasi secara rutin dan menyediakan informasi tersebut secara tepat waktu bagi pengguna informasi untuk mengambil keputusan.

Indonesia Financial Group (IFG), as the State-Owned Enterprise (SOE) Holding for Insurance, Guarantee, and Investment, publishes this Sustainability Report as a form of accountability and transparency regarding the Company's performance across the economic, environmental, and social pillars. This Report reaffirms IFG's commitment to sustainable development that meets the needs of the present without compromising the rights of future generations.

All financial information is presented in Rupiah (unless otherwise stated) and refers to the Consolidated Financial Statements audited by a Public Accounting Firm. This Report is published in Indonesian and English to enhance accessibility. In addition, quantitative data for the past three years is presented comparatively to enable stakeholders to analyze trends in IFG's performance more comprehensively.

REPORTING PRINCIPLES

This Report has been prepared in accordance with the eight reporting principles set out in GRI 1: Foundation 2021, as follows:

1. Accuracy:
The Company reports information that is correct and sufficiently detailed to allow an assessment of the organization's impacts.
2. Balance:
The Company reports information in an unbiased way and provides a fair representation of the organization's negative and positive impacts.
3. Clarity:
The Company presents information in a way that is accessible and understandable.
4. Comparability:
The Company selects, compiles, and reports information consistently to enable an analysis of changes in the organization's impacts over time and an analysis of these impacts relative to those of other organizations.
5. Comprehensiveness:
The Company provides sufficient information to enable an assessment of the organization's impacts during the reporting period.
6. Sustainability Context:
The Company reports information about its impacts in the wider context of sustainable development.
7. Timeliness:
The Company reports information on a regular schedule and makes it available in time for information users to make decisions.

8. Keterverifikasian:

Perseroan mengumpulkan, mencatat, menyusun, dan menganalisis informasi dengan cara sedemikian rupa sehingga informasi tersebut dapat diteliti untuk menentukan kualitasnya.

SIKLUS, PERIODE PELAPORAN DAN PERNYATAAN PENGGUNAAN

Laporan ini diterbitkan satu kali dalam setahun dan merupakan bagian tak terpisahkan dari Laporan Tahunan Perseroan. Cakupan isi laporan berfokus pada aspek keberlanjutan IFG dalam kapasitasnya sebagai *Holding BUMN Asuransi, Penjaminan, dan Investasi*, di luar entitas anak. Meski demikian, penyajian data keuangan mencakup entitas anak yang telah dikonsolidasikan ke dalam Laporan Keuangan Perseroan. IFG telah melaporkan informasi yang dirujuk dalam indeks konten GRI untuk periode pelaporan 1 Januari 2025 hingga 31 Desember 2025 merujuk pada Standar GRI. [GRI 2-2, 2-3]

RUJUKAN LAPORAN

Laporan ini disusun dengan mengacu pada POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, serta GRI Universal Standards 2021 yang diterbitkan oleh *Global Sustainability Standards Board (GSSB)*, lembaga yang berada di bawah *Global Reporting Initiative (GRI)* dan berwenang mengembangkan standar pelaporan keberlanjutan.

Sebagai *Holding BUMN Asuransi, Penjaminan dan Investasi*, IFG bukan merupakan emiten maupun perusahaan publik sehingga tidak memiliki kewajiban untuk menerapkan POJK No.51/POJK.03/2017. Namun demikian, ketentuan tersebut tetap digunakan sebagai salah satu acuan karena menjadi pedoman yang berlaku dalam penyusunan laporan keberlanjutan di Indonesia. Sementara itu, Standar GRI digunakan sebagai referensi internasional yang telah diterapkan secara luas dalam praktik pelaporan keberlanjutan global.

Sejalan dengan komitmen IFG terhadap penerapan praktik bisnis berkelanjutan, laporan ini menyajikan informasi dan data dengan mengacu pada prinsip dan ketentuan dalam kedua rujukan tersebut. Untuk memudahkan pembaca memverifikasi informasi, laporan ini dilengkapi kode referensi Lampiran II POJK No. 51/2017, SEOJK No. 16/SEOJK.04/2021, serta Standar GRI di akhir kalimat atau paragraf yang relevan. Tabel indeks yang memuat kesesuaian isi laporan dengan kedua rujukan tersebut disajikan pada bagian akhir laporan.

8. Verifiability:

The Company gathers, records, compiles, and analyzes information in such a way that the information can be examined to establish its quality.

REPORTING CYCLE, REPORTING PERIOD, AND STATEMENT OF USE

This Report is published annually and forms an integral part of the Company's Annual Report. The scope of the Report focuses on IFG's sustainability aspects in its capacity as the State-Owned Enterprise (SOE) Holding for Insurance, Guarantee, and Investment, excluding its subsidiaries. Nevertheless, the financial data presented in this Report includes subsidiaries consolidated into the Company's Financial Statements. IFG has reported the information cited in the GRI content index for the reporting period from January 1, 2025, to December 31, 2025, with reference to the GRI Standards. [GRI 2-2, 2-3]

REPORT REFERENCES

This Report has been prepared with reference to POJK No. 51/POJK.03/2017, SEOJK No. 16/SEOJK.04/2021, and the GRI Universal Standards 2021 issued by the Global Sustainability Standards Board (GSSB), an independent standard-setting body under the Global Reporting Initiative (GRI) responsible for developing sustainability reporting standards.

As the State-Owned Enterprise (SOE) Holding for Insurance, Guarantee, and Investment, IFG is neither an issuer nor a public company and is therefore not required to comply with POJK No. 51/POJK.03/2017. Nevertheless, the regulation is used as one of the reporting references, as it serves as a guideline for sustainability reporting in Indonesia. Meanwhile, the GRI Standards are used as an international reference that has been widely adopted in global sustainability reporting practices.

In line with IFG's commitment to implementing sustainable business practices, this Report presents information and data with reference to the principles and provisions of these reporting frameworks. To make it easier for readers to verify the information, this report includes reference codes from Appendix II of POJK No. 51/2017, SEOJK No. 16/SEOJK.04/2021, and the GRI Standards at the end of relevant sentences or paragraphs. Index tables showing the alignment of the Report's contents with these reporting references are presented at the end of the Report.

PERUBAHAN TERKAIT LAPORAN

Tidak terdapat perubahan topik material dalam Laporan Keberlanjutan 2025 dibandingkan dengan tahun sebelumnya. Penetapan tersebut dilakukan setelah IFG meninjau kembali topik material tahun 2024 dengan melibatkan pemangku kepentingan internal dan eksternal, sesuai dengan GRI Universal Standards 2021.

Proses peninjauan dilakukan untuk memastikan bahwa topik material yang disajikan tetap mencerminkan dampak paling signifikan yang ditimbulkan, didukung, atau terkait dengan kegiatan dan hubungan bisnis IFG selama periode pelaporan. Peninjauan juga menjadi bagian dari proses identifikasi dan penilaian dampak yang dilakukan secara berkelanjutan.

Peninjauan topik material dilakukan pada Februari 2026, bersamaan dengan dimulainya proses penyusunan Laporan Tahunan dan Laporan Keberlanjutan 2025. Berdasarkan hasil peninjauan tersebut, IFG menetapkan bahwa tidak terdapat perubahan terhadap topik material tahun sebelumnya. [GRI 3-1]

CHANGES RELATED TO THE REPORT

There were no changes to the material topics in the 2025 Sustainability Report compared with the previous year. This determination was made after IFG reviewed the 2024 material topics with the involvement of internal and external stakeholders, in accordance with the GRI Universal Standards 2021.

The review was conducted to ensure that the material topics presented continue to reflect the most significant impacts caused or contributed to by IFG, or directly linked to its activities and business relationships during the reporting period. The review also forms part of the ongoing process of identifying and assessing impacts.

The material topic review was conducted in February 2026, concurrently with the commencement of the preparation process for the 2025 Annual Report and Sustainability Report. Based on the results of the review, IFG determined that there were no changes to the material topics from the previous year. [GRI 3-1]

Proses untuk menentukan topik material

Process to determine material topics



Berdasarkan hasil peninjauan internal dan eksternal tersebut, Laporan Keberlanjutan 2025 memuat tujuh topik material yang telah ditetapkan dan disetujui oleh Direksi. Adapun daftar topik material Laporan Keberlanjutan IFG Tahun 2025 adalah sebagai berikut: [GRI 3-2, 2-14]

Based on the results of the internal and external review, the 2025 Sustainability Report presents seven material topics that have been determined and approved by the Board of Directors. The material topics of IFG's 2025 Sustainability Report are as follows: [GRI 3-2, 2-14]

Daftar Topik Material dan *Boundary* Tahun 2025

List of Material Topics and Boundaries for 2025

Topik Material Material Topic	Kenapa Topik Ini Material Why is This Topic Material [GRI 3-3] [GRI 3-3]	Nomor Pengungkapan GRI Standards Disclosure Number for GRI Standards	Batasan (Boundary) Topik Topic Boundary		
			Di dalam Perseroan Within the Company	Di Luar Perseroan Outside the Company	
Topik Ekonomi Economic Topics					
Kinerja Ekonomi Economic Performance	Menggambarkan pencapaian dan kinerja Perseroan selama tahun pelaporan Describes the achievements and performance of the Company during the reporting year	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	✓	✓
Praktik Pengadaan Procurement Practices	Menggambarkan komitmen Perseroan terhadap keberlanjutan pemasok lokal/nasional sebagai mitra untuk memenuhi kebutuhan barang dan jasa Describes the Company's commitment to the sustainability of local/national suppliers as partners to meet the needs for goods and services	204-1	Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers	✓	✓
Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	Menggambarkan manfaat atas keberadaan Perseroan bagi masyarakat Describes the benefits of the Company's existence for the community	203-1	Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	✓	✓
		203-2	Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	✓	✓
Topik Lingkungan Environmental topics					
Energi Energy	Menggambarkan kepedulian Perseroan terhadap pengelolaan energi tak terbarukan yang ketersediaannya kian terbatas Demonstrates the Company's concern for the management of non-renewable energy, the availability of which is increasingly limited	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization	✓	
		302-3	Intensitas energi Energy Intensity	✓	
		302-4	Pengurangan konsumsi energi Reduction of energy consumption	✓	
Emisi Emission	Menggambarkan kepedulian Perseroan terhadap emisi gas rumah kaca yang berdampak besar terhadap perubahan iklim Demonstrates the Company's concern for greenhouse gas emissions that have a significant impact on climate change	305-2	Emisi energi GRK (Cakupan 2) tidak langsung Energy indirect (Scope 2) GHG emissions	✓	✓
		305-5	Pengurangan emisi GRK Reduction of GHG emissions	✓	✓

Daftar Topik Material dan *Boundary* Tahun 2025

List of Material Topics and Boundaries for 2025

Topik Material Material Topic	Kenapa Topik Ini Material	Batasan (Boundary) Topik		
	Why is This Topic Material	Nomor Pengungkapan GRI Standards	Di dalam Perseroan	Di Luar Perseroan
Topik Sosial				
Social Topics				
Kesehatan dan Keselamatan Kerja Occupational Health and Safety	Menggambarkan komitmen Perseroan dalam menyediakan tempat kerja yang aman dan nyaman	403-9	Kecelakaan kerja Work-related injuries	✓
	Describes the Company's commitment to providing a safe and comfortable workplace	403-10	Penyakit akibat kerja Work-related ill health	✓
Pelatihan dan Pendidikan Training and Education	Menggambarkan komitmen Perseroan dalam meningkatkan kompetensi SDM	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	✓
	Demonstrates the Company's commitment to improving human resources/human capital competencies	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	✓

PERNYATAAN ULANG INFORMASI

Untuk menjaga keandalan dan konsistensi informasi yang disajikan, apabila terdapat informasi dari laporan sebelumnya yang disajikan kembali, IFG memberikan penanda “Disajikan Kembali”. Penyajian kembali antara lain dilakukan terhadap informasi dalam laporan posisi keuangan konsolidasian sebagai implementasi kepatuhan penerapan PSAK 117 yang mulai berlaku per 1 Januari 2025. [GRI 2-4]

VERIFIKASI OLEH PIHAK INDEPENDEN

Laporan Keberlanjutan 2025 belum melalui proses verifikasi oleh pihak ketiga independen (*external assurance*). Meskipun demikian, IFG memastikan bahwa informasi yang diungkapkan dalam laporan ini disusun berdasarkan data dan sumber informasi yang relevan serta melalui proses internal untuk menjaga keakuratan dan keandalan informasi. [GRI 2-5]

AKSESIBILITAS DAN UMPAN BALIK

Selain dalam bentuk cetak, Laporan Keberlanjutan 2025 dapat diakses dan diunduh oleh pembaca dan pemangku kepentingan melalui *website* IFG di www.ifg.id

Sebagai bagian dari upaya membangun komunikasi dua arah dengan pemangku kepentingan, IFG menyediakan Lembar Umpan Balik pada bagian akhir laporan ini. Melalui lembar tersebut, pemangku kepentingan dapat menyampaikan tanggapan, pertanyaan, usulan, kritik, dan saran yang menjadi masukan bagi peningkatan kualitas pelaporan keberlanjutan IFG pada masa mendatang. Tanggapan dan umpan balik dapat disampaikan melalui kontak yang tercantum pada Lembar Umpan Balik atau melalui: [GRI 2-3]

RESTATEMENT OF INFORMATION

To maintain the reliability and consistency of the information presented, where information from previous reports is restated, IFG marks such information as “Restated.” Restatements were made to information in the consolidated statement of financial position as part of the implementation of PSAK 117, which became effective on January 1, 2025. [GRI 2-4]

VERIFICATION BY AN INDEPENDENT PARTY

The 2025 Sustainability Report has not undergone an external assurance process by an independent third party. Nevertheless, IFG ensures that the information disclosed in this Report is prepared based on relevant data and information sources and undergoes internal processes to maintain its accuracy and reliability. [GRI 2-5]

ACCESSIBILITY AND FEEDBACK

In addition to the printed version, the 2025 Sustainability Report is available for readers and stakeholders to access and download through the IFG website at www.ifg.id

As part of its efforts to foster two-way communication with stakeholders, IFG provides a Feedback Sheet at the end of this Report. Through this sheet, stakeholders may submit responses, questions, proposals, criticism, and suggestions as input for improving the quality of IFG’s sustainability reporting in the future. Responses and feedback may be submitted through the contact details provided in the Feedback Form or via: [GRI 2-3]

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Penjelasan Direksi

Explanation of the
Board of Directors



02



IFG mempertahankan kinerja ekonomi positif pada 2025, ditandai penguatan posisi keuangan dan peningkatan hasil penjaminan. Laba tahun berjalan mencapai Rp5,51 triliun atau 420% dari target.

IFG maintained positive economic performance in 2025, marked by a strengthened financial position and increased underwriting income. Net income for the year reached Rp5.51 trillion, or 420% of the target.

PENJELASAN DIREKSI [OJK D.1][GRI 2-22]

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



**HEXANA TRI
SASONGKO**

Direktur Utama
President Director

Pemegang Saham dan Pemangku Kepentingan yang Terhormat

Sepanjang tahun 2025, IFG sebagai *Holding* Badan Usaha Milik Negara (BUMN) Asuransi, Penjaminan, dan Investasi terus memperkuat kinerja ekonomi sebagai bagian dari upaya membangun fondasi usaha yang sehat dan berkelanjutan. Perkembangan posisi keuangan IFG ditunjukkan antara lain melalui peningkatan aset dan ekuitas serta penurunan liabilitas dibandingkan tahun sebelumnya. Perkembangan tersebut mencerminkan penguatan fundamental keuangan yang menjadi landasan bagi IFG untuk menjaga ketahanan usaha dan menciptakan nilai jangka panjang bagi para pemangku kepentingan.

Penguatan posisi keuangan tersebut berjalan seiring dengan perkembangan kinerja operasional IFG, terutama melalui peningkatan signifikan hasil kegiatan penjaminan. Peningkatan tersebut antara lain didukung oleh berkurangnya beban klaim penjaminan bruto, bertambahnya klaim penjaminan ulang, serta meningkatnya pendapatan penjaminan syariah bersih. Perkembangan kinerja tersebut turut mendorong peningkatan laba sebelum pajak dan laba tahun berjalan secara signifikan dibandingkan 2024, di tengah penurunan hasil jasa asuransi. Capaian ini menjadi bagian dari upaya IFG untuk mempertahankan pertumbuhan yang sehat sekaligus memperkuat penciptaan nilai ekonomi secara berkelanjutan.

Kebijakan IFG untuk Merespons Tantangan dalam Pemenuhan Strategi Keberlanjutan

Untuk mewujudkan visi “Menjadi Salah Satu Mitra Bidang Keuangan yang Paling Bernilai dan Disegani”, IFG mengembangkan peta jalan transformasi melalui Rumah Strategi IFG yang menjadi kerangka dalam mengarahkan pertumbuhan dan penguatan keberlanjutan Perusahaan. Kerangka tersebut ditopang oleh 5 pilar strategi yang dijabarkan ke dalam 22 *strategic levers* dan dirancang secara terintegrasi untuk memperkuat efektivitas operasional, ketahanan finansial, serta penciptaan nilai bagi para pemangku kepentingan dengan tetap memperhatikan aspek lingkungan, sosial, dan tata kelola (ESG). Melalui strategi tersebut, IFG tidak hanya berorientasi pada pertumbuhan bisnis, tetapi juga berupaya memperkuat peran dan kontribusi dalam pengembangan industri asuransi, penjaminan, dan investasi nasional secara berkelanjutan.

Dear Honorable Shareholders and Stakeholders

Throughout 2025, IFG, as the State-Owned Enterprise (SOE) Holding Company in the Insurance, Guarantee, and Investment sectors, continued to strengthen its economic performance as part of its efforts to build a sound and sustainable business foundation. The development of IFG's financial position was reflected in an increase in assets and equity as well as a decrease in liabilities compared with the previous year. These developments reflected stronger financial fundamentals, providing a foundation for IFG to maintain business resilience and create long-term value for stakeholders.

The strengthening of the financial position was accompanied by improvements in IFG's operational performance, particularly through a significant increase in the results of guarantee activities. This increase was supported by lower gross guarantee claim expenses, higher re-guarantee claims, and increased net sharia guarantee income. These performance developments also contributed to significant increases in profit before tax and profit for the year compared with 2024, despite a decline in insurance service results. These achievements formed part of IFG's efforts to maintain healthy growth while strengthening sustainable economic value creation.

IFG's Policies for Addressing Challenges in Achieving the Sustainability Strategy

To accomplish its vision of “To Become One of the Most Valuable and Respected Financial Partners,” IFG has developed a transformation roadmap through the IFG Strategy House, which serves as a framework for directing the Company's growth and strengthening its sustainability. The framework is supported by five strategic pillars, which are translated into 22 strategic levers and designed in an integrated manner to strengthen operational effectiveness, financial resilience, and value creation for stakeholders while taking environmental, social, and governance (ESG) aspects into consideration. Through this strategy, IFG is focused not only on business growth, but also on strengthening its role and contribution to the sustainable development of Indonesia's insurance, guarantee, and investment industries.

Penguatan fondasi internal menjadi bagian penting dalam mendukung keberhasilan transformasi tersebut, khususnya melalui tata kelola, manajemen risiko, dan pengembangan sumber daya manusia (SDM). IFG terus mendorong transformasi budaya kerja berbasis risiko (*Culture Transformation*), penguatan kapabilitas digital (*Digital Capabilities*), serta peningkatan kompetensi dan kinerja SDM bertalenta (*Performance and People*). Penguatan tersebut berjalan seiring dengan penyesuaian terhadap perkembangan regulasi, termasuk implementasi PSAK 117 yang didukung modernisasi sistem dan data keuangan melalui *Transform Finance Function*. Di sisi lain, fungsi manajemen risiko terus diperkuat agar semakin adaptif terhadap dinamika ekonomi dan bisnis, termasuk melalui penguatan perlindungan data pribadi konsumen, guna menjaga stabilitas, kepatuhan, dan kepercayaan terhadap IFG dalam jangka panjang.

Pada sisi operasional dan pengembangan bisnis, IFG mengoptimalkan struktur korporasi dan portofolio afiliasi (*Optimize Corporate Holding Structure & Affiliate Portfolio*), memperkuat sinergi melalui *Centralization and Shared Services* serta *Build Holding Synergy Engine*, dan meningkatkan keunggulan teknis dalam proses *underwriting*, penetapan harga, dan pengelolaan klaim (*Technical Excellence*). Efisiensi tersebut diperkuat melalui pengelolaan likuiditas yang lebih terintegrasi (*Streamline Liquidity Management*) dan peningkatan kapabilitas pembiayaan (*Strengthen Financing Capabilities*), termasuk penguatan kapabilitas inti pasar modal dan investasi (*Strengthen CMI Core Capabilities*).

Sejalan dengan perubahan kebutuhan pasar, IFG juga mendorong *Customer Centricity* dan *Marketing Culture* melalui penguatan kanal digital dan *omnichannel* dalam ekosistem One by IFG, pengembangan produk inovatif, perluasan bisnis syariah (*Expand and Optimize Sharia Business*), penguatan solusi asuransi kesehatan yang inklusif (*Best-in-Class Health Proposition*), serta penajakan peluang pasar melalui produk dan aksi korporasi. Seluruh inisiatif tersebut diperkuat dengan pengembangan produk berbasis pembiayaan berkelanjutan dan perdagangan karbon (*Innovative CMI Offerings*) serta peningkatan kapabilitas ESG (*Environment, Social, & Governance*) sebagai bagian dari upaya IFG untuk membangun industri keuangan yang lebih tangguh, inklusif, dan berkelanjutan.

Penerapan Keuangan Berkelanjutan Tahun 2025

Sepanjang tahun 2025, IFG konsisten menerapkan prinsip keuangan berkelanjutan dengan menyelaraskan aspek ekonomi, lingkungan, dan sosial. Berikut adalah pencapaian yang berhasil diraih:

- **Kinerja Aspek Ekonomi**

Dinamika perekonomian global sepanjang 2025 masih menghadapi berbagai tantangan antara lain meningkatnya ketegangan perdagangan internasional, risiko geopolitik, serta proses pemulihan pasca pandemi yang belum sepenuhnya merata. Perlambatan pertumbuhan ekonomi global, ketidakpastian perdagangan, dan volatilitas pasar keuangan memberikan

Strengthening the internal foundation is an important part of supporting the success of this transformation, particularly through governance, risk management, and human capital development. IFG continues to promote risk-based culture transformation (*Culture Transformation*), strengthen digital capabilities (*Digital Capabilities*), and enhance the competencies and performance of talented human capital (*Performance and People*). These efforts are accompanied by adjustments to regulatory developments, including the implementation of PSAK 117, supported by the modernization of financial systems and data through *Transform Finance Function*. Meanwhile, the risk management function continues to be strengthened to become increasingly adaptive to economic and business dynamics, including through stronger protection of consumers' personal data, in order to maintain IFG's long-term stability, compliance, and trust.

In terms of operations and business development, IFG optimizes its corporate structure and affiliate portfolio, strengthens synergies through *Centralization and Shared Services* as well as *Build Holding Synergy Engine*, and enhances technical excellence in underwriting, pricing, and claims management processes (*Technical Excellence*). These efficiency measures are reinforced through more integrated liquidity management (*Streamline Liquidity Management*) and enhanced financing capabilities (*Strengthen Financing Capabilities*), including the strengthening of core capital market and investment capabilities (*Strengthen CMI Core Capabilities*).

In line with changing market needs, IFG also promotes *Customer Centricity* and *Marketing Culture* by strengthening digital and omnichannel channels within the One by IFG ecosystem, developing innovative products, expanding and optimizing its sharia business, strengthening inclusive health insurance solutions (*Best-in-Class Health Proposition*), and exploring market opportunities through products and corporate actions. All of these initiatives are reinforced by the development of sustainable financing and carbon trading-based products (*Innovative CMI Offerings*), as well as enhanced ESG (*Environmental, Social, & Governance*) capabilities as part of IFG's efforts to build a more resilient, inclusive, and sustainable financial industry.

Implementation of Sustainable Finance in 2025

Throughout 2025, IFG consistently implemented sustainable finance principles by aligning economic, environmental, and social aspects. The following are the achievements recorded:

- **Economic Aspect Performance**

Throughout 2025, the global economy continued to face various challenges, including rising international trade tensions, geopolitical risks, and an uneven post-pandemic recovery. Slower global economic growth, trade uncertainty, and financial market volatility placed pressure on international trade, capital flows, and commodity prices. These conditions created an

tekanan terhadap perdagangan internasional, arus modal, serta harga komoditas. Kondisi tersebut menciptakan lingkungan usaha yang semakin dinamis dan menuntut pelaku usaha, termasuk industri jasa keuangan, untuk memiliki ketahanan dan kemampuan adaptasi yang kuat.

Di tengah kondisi eksternal tersebut, perekonomian Indonesia tetap menunjukkan ketahanan yang baik dengan pertumbuhan ekonomi sebesar 5,11%, lebih tinggi dibandingkan tahun sebelumnya. Pertumbuhan nasional ditopang oleh konsumsi domestik, investasi dari sektor swasta dan pemerintah, serta kontribusi ekspor yang tetap terjaga. Sinergi kebijakan fiskal dan moneter serta penguatan sektor riil turut mendukung terjalannya daya beli masyarakat dan stabilitas makroekonomi. Kondisi ini memberikan lingkungan yang relatif kondusif bagi perkembangan sektor jasa keuangan sekaligus membuka ruang bagi industri untuk terus mendukung aktivitas ekonomi nasional.

Industri asuransi, penjaminan, dan investasi sebagai bagian dari sektor jasa keuangan *non-bank* juga menunjukkan ketahanan di tengah berbagai tantangan tersebut. Industri asuransi mempertahankan pertumbuhan aset dan terus memperkuat tata kelola serta perlindungan konsumen. Pada saat yang sama, industri penjaminan semakin berperan dalam memperluas akses pembiayaan, khususnya bagi UMKM-K, sementara industri investasi didukung oleh meningkatnya partisipasi investor domestik, pertumbuhan dana kelolaan, digitalisasi layanan, dan berkembangnya pilihan instrumen investasi. Perkembangan tersebut memperkuat kontribusi ketiga industri dalam mendukung stabilitas sistem keuangan, inklusi keuangan, dan pertumbuhan ekonomi nasional.

Dalam lingkungan ekonomi dan industri yang dinamis tersebut, IFG mampu mempertahankan kinerja ekonomi yang positif sepanjang 2025. Penguatan posisi keuangan tercermin dari peningkatan aset dan ekuitas serta penurunan liabilitas dibandingkan 2024. Dari sisi kinerja usaha, hasil jasa asuransi mengalami penurunan, namun kondisi tersebut diimbangi dengan peningkatan signifikan hasil kegiatan penjaminan yang antara lain didukung oleh berkurangnya beban klaim penjaminan bruto, meningkatnya klaim penjaminan ulang, serta bertambahnya pendapatan penjaminan syariah bersih.

Perkembangan tersebut turut mendukung peningkatan signifikan laba sebelum pajak dan laba tahun berjalan dibandingkan tahun sebelumnya, yang menunjukkan kemampuan IFG dalam mempertahankan penciptaan nilai ekonomi di tengah dinamika lingkungan usaha. Laba tahun berjalan 2025 tercatat sebesar Rp5,51 triliun atau 420% dibandingkan target sebesar Rp1,31 triliun. Pencapaian target juga diraih hasil jasa asuransi (180%), hasil kegiatan penjaminan (452%) serta hasil investasi bersih (117%).

increasingly dynamic business environment, requiring business players, including those in the financial services industry, to demonstrate strong resilience and adaptability.

Amid these external conditions, the Indonesian economy continued to demonstrate solid resilience, recording economic growth of 5.11%, higher than in the previous year. National economic growth was supported by domestic consumption, private-sector and public-sector investments, and sustained export contributions. Synergy between fiscal and monetary policies, together with the strengthening of the real sector, also helped maintain public purchasing power and macroeconomic stability. These conditions provided a relatively conducive environment for the development of the financial services sector while creating opportunities for the industry to continue supporting national economic activity.

The insurance, guarantee, and investment industries, as part of the non-bank financial services sector, also demonstrated resilience amid these various challenges. The insurance industry maintained asset growth while continuing to strengthen governance and consumer protection. At the same time, the guarantee industry played an increasingly important role in expanding access to financing, particularly for MSMEs and cooperatives, while the investment industry was supported by increased participation from domestic investors, growth in assets under management, service digitalization, and an expanding range of investment instruments. These developments strengthened the contribution of the three industries to financial system stability, financial inclusion, and national economic growth.

Within this dynamic economic and industry environment, IFG was able to maintain positive economic performance throughout 2025. The strengthening of its financial position was reflected in an increase in assets and equity as well as a decrease in liabilities compared with 2024. In terms of business performance, insurance service results declined, but this was counterbalanced by a significant increase in guarantee service result, supported by a decrease in gross guarantee claim expenses, an increase in re-guarantee claims, and a growth in net Sharia guarantee income.

These developments also contributed to significant increases in profit before tax and profit for the year compared with the previous year, demonstrating IFG's ability to maintain economic value creation amid a dynamic business environment. Profit for the year in 2025 amounted to IDR 5.51 trillion, representing 420% of the target of IDR 1.31 trillion. Targets were also exceeded for insurance service results (180%), guarantee service result (452%), and net investment income (117%).

• Kinerja Aspek Lingkungan

IFG terus memperkuat pengelolaan aspek lingkungan sebagai bagian dari penerapan prinsip keberlanjutan dalam kegiatan operasional Perseroan. Meskipun kegiatan usaha IFG di bidang perasuransian, penjaminan, dan investasi tidak memberikan dampak langsung yang signifikan terhadap lingkungan, IFG tetap berupaya menjalankan tanggung jawab lingkungan melalui penerapan keuangan berkelanjutan, kepatuhan terhadap regulasi, serta pengelolaan kegiatan investasi dan operasional yang memperhatikan aspek lingkungan. Komitmen tersebut juga diterapkan melalui efisiensi penggunaan sumber daya dan penerapan prinsip 3R (*reduce, reuse, recycle*) dalam aktivitas perkantoran.

Upaya efisiensi sumber daya dilakukan melalui pengendalian penggunaan material, energi, air, dan bahan bakar secara bertanggung jawab. Penggunaan kertas terus ditekan melalui optimalisasi dokumen digital, penerapan *paperless office*, pencetakan secara efisien, serta pemanfaatan kembali kertas yang masih dapat digunakan. Upaya tersebut menunjukkan hasil positif antara lain tercermin dari penurunan penggunaan kertas pada 2025 sebesar 12,94% dibandingkan tahun sebelumnya. Pada penggunaan energi, IFG juga menerapkan berbagai langkah penghematan listrik dan BBM antara lain melalui penggunaan perangkat hemat energi, optimalisasi pencahayaan alami, pengendalian penggunaan perangkat elektronik, pengurangan perjalanan dinas, serta pemeliharaan kendaraan operasional secara berkala. Upaya itu membawa hasil di antaranya berkurangnya volume penggunaan BBM tahun 2025 sebesar 41,66% dibandingkan tahun 2024.

Efisiensi penggunaan energi sekaligus menjadi bagian dari strategi IFG dalam mengendalikan emisi gas rumah kaca yang berasal dari kegiatan operasional. Pengelolaan emisi dilakukan dengan memperhatikan sumber emisi dari penggunaan BBM, listrik, dan perjalanan dinas, disertai berbagai langkah penghematan dan pengendalian konsumsi energi. IFG juga mendukung upaya pengendalian emisi udara melalui pemeliharaan kendaraan, pengujian emisi secara berkala, serta penggunaan bahan dan peralatan yang memperhatikan aspek perlindungan lingkungan. Di samping itu, Perseroan mendukung pembatasan penggunaan bahan perusak ozon serta kegiatan penghijauan sebagai bagian dari kontribusi terhadap pengendalian dampak lingkungan.

Pengelolaan lingkungan juga mencakup penggunaan air secara efisien, pengelolaan sampah dan limbah, pencegahan pencemaran, serta dukungan terhadap pelestarian keanekaragaman hayati. IFG menerapkan pemilahan sampah, penggunaan *tumbler* untuk mengurangi sampah plastik sekali pakai, serta pengelolaan limbah B3 dan non-B3 melalui mekanisme pengelolaan gedung dan/atau pihak ketiga yang sesuai dengan ketentuan. Konsistensi dan kepatuhan

• Environmental Aspect Performance

IFG continues to strengthen its management of environmental aspects as part of the implementation of sustainability principles in the Company's operational activities. Although IFG's business activities in the insurance, guarantee, and investment sectors do not have a significant direct impact on the environment, IFG remains committed to fulfilling its environmental responsibilities through the implementation of sustainable finance, regulatory compliance, and the management of investment and operational activities with due consideration for environmental aspects. This commitment is also implemented through the efficient use of resources and application of the 3R principles (*Reduce, Reuse, Recycle*) in office activities.

Resource efficiency efforts are conducted through the responsible management of materials, energy, water, and fuel consumption. Paper consumption continues to be reduced through the optimization of digital documents, implementation of a paperless office, efficient printing practices, and reuse of paper that remains suitable for use. These efforts shown positive results, as reflected in a 12.94% decrease in paper consumption in 2025 compared with the previous year. In terms of energy consumption, IFG also implements various electricity and fuel conservation measures, including the use of energy-efficient equipment, optimization of natural lighting, controlled use of electronic equipment, reduced business travel, and regular maintenance of operational vehicles. These efforts resulted in a 41.66% decrease in fuel consumption in 2025 compared with 2024.

Efficient energy use also forms part of IFG's strategy for managing greenhouse gas emissions generated by its operational activities. Emissions management takes into account emission sources from fuel and electricity consumption as well as business travel, accompanied by various measures to conserve energy and control consumption. IFG also supports efforts to control air emissions through vehicle maintenance, periodic emissions testing, and the use of materials and equipment that take environmental protection aspects into consideration. In addition, the Company supports restrictions on the use of ozone-depleting substances as well as greening initiatives as part of its contribution to managing environmental impacts.

Environmental management also includes efficient water use, waste and wastewater management, pollution prevention, and support for biodiversity conservation. IFG implements waste sorting, the use of reusable water bottles to reduce single-use plastic waste, and the management of hazardous and non-hazardous waste through building management mechanisms and/or third parties in accordance with applicable regulations. Consistency and compliance with environmental

terhadap regulasi lingkungan membawa hasil dengan tidak adanya pengaduan masyarakat terkait lingkungan selama tahun pelaporan yang ditujukan ke IFG. Komitmen terhadap lingkungan diperkuat melalui Program TJSL Pilar Lingkungan, termasuk kegiatan penghijauan dan inisiatif pengelolaan lingkungan sehingga upaya menjaga lingkungan tidak hanya dilakukan melalui efisiensi operasional, tetapi juga melalui kontribusi nyata bagi peningkatan kualitas lingkungan.

• Kinerja Aspek Sosial

Komitmen IFG dalam memenuhi tanggung jawab aspek sosial mengacu pada ketentuan ketenagakerjaan dan jaminan sosial nasional yang berlaku serta diterjemahkan ke dalam berbagai kebijakan internal. Pengelolaan sumber daya manusia (SDM) dilaksanakan secara terintegrasi oleh Divisi SDM melalui Departemen Strategi SDM, Departemen Manajemen Talenta, serta Departemen Layanan & Analisis SDM, guna memastikan pengelolaan kepegawaian berjalan secara adil, efektif, dan responsif terhadap kebutuhan organisasi.

Pada aspek ketenagakerjaan, IFG menerapkan prinsip kesetaraan dan non-diskriminasi sejak proses rekrutmen hingga pengembangan karier, termasuk melalui pelibatan tenaga kerja lokal dan pemenuhan kuota pekerja disabilitas sebesar 1,8%. Sepanjang 2025, IFG melakukan penguatan kompetensi karyawan melalui 163 program pembelajaran dengan total 24.894 jam pelatihan. Upaya tersebut didukung anggaran pendidikan dan pelatihan sebesar Rp29,74 miliar dengan realisasi Rp28,83 miliar, serta penyediaan program pelatihan khusus prapensiun bagi karyawan.

Perlindungan terhadap hak dan kesejahteraan pekerja diwujudkan melalui pemberian remunerasi yang adil dengan imbal jasa karyawan tetap level terendah sebesar 140% dari UMP DKI Jakarta, disertai berbagai tunjangan kesejahteraan. IFG juga menerapkan kebijakan yang melarang pekerja anak dan kerja paksa dengan ketentuan jam kerja 40 jam per minggu dan tanpa laporan pelanggaran selama tahun pelaporan. Dukungan terhadap keselamatan dan kesehatan kerja dilakukan melalui penyediaan sarana dan prasarana K3 serta lingkungan kerja yang ergonomis, sehingga IFG mempertahankan catatan tanpa kecelakaan kerja (*zero accident*) maupun penyakit akibat kerja sepanjang 2025.

Sementara itu, pelaksanaan dan pengelolaan Tanggung Jawab Sosial dan Lingkungan (TJSL) menjadi tanggung jawab Departemen TJSL dan Komite TJSL. Program TJSL didasarkan atas Empat Pilar utama Tujuan Pembangunan Berkelanjutan (TPB) yang memuat 17 (tujuh belas) butir TPB yaitu Pilar Sosial, Lingkungan, Ekonomi serta Pilar Hukum dan Tata Kelola. Sepanjang 2025, IFG merealisasikan dana TJSL sebesar Rp38,46 miliar atau 96,54% dari RKA, yang mencakup program di bidang pendidikan, lingkungan, pengembangan UMK termasuk

regulations have yielded results, as there were no public complaints regarding the environment directed at IFG during the reporting year. Our commitment to the environment is reinforced through the Environmental Pillar of the TJSL Program, including greening activities and environmental management initiatives, ensuring that efforts to protect the environment are not only achieved through operational efficiency but also through tangible contributions to improving environmental quality.

• Social Aspect Performance

IFG's commitment to fulfilling its social responsibilities refers to applicable national employment and social security regulations and is translated into various internal policies. Human capital management is executed in an integrated manner by the Human Capital Division through the Human Capital Strategy Department, Talent Management Department, and Human Capital Services & Analytics Department to ensure that employment management is conducted fairly and effectively and remains responsive to organizational needs.

In terms of employment practices, IFG applies the principles of equality and non-discrimination from recruitment through career development, including through the engagement of local workers and fulfillment of a 1.8% quota for workers with disabilities. Throughout 2025, IFG strengthened employee competencies through 163 learning programs comprising a total of 24,894 training hours. These efforts were supported by an education and training budget of IDR 29.74 billion, with actual expenditures of IDR 28.83 billion, as well as the provision of dedicated pre-retirement training programs for employees.

Protection of employee rights and welfare is implemented through fair remuneration, with compensation for the lowest-level permanent employees amounting to 140% of the DKI Jakarta Provincial Minimum Wage (UMP), accompanied by various welfare benefits. IFG also implements policies prohibiting child labor and forced labor, with working hours set at 40 hours per week and no violations reported during the reporting year. Support for occupational health and safety is provided through the provision of OHS facilities and infrastructure as well as an ergonomic working environment, enabling IFG to maintain a record of zero occupational accidents and occupational diseases throughout 2025.

Meanwhile, the implementation and management of Social and Environmental Responsibility (TJSL) are the responsibility of the TJSL Department and TJSL Committee. The TJSL Program is based on the four main pillars of the Sustainable Development Goals (SDGs), encompassing the 17 SDGs, namely the Social, Environmental, Economic, and Law and Governance Pillars. Throughout 2025, IFG realized TJSL funds amounting to IDR 38.46 billion, or 96.54% of the RKA, covering programs in education, the environment, Micro

PUMK, serta berbagai inisiatif CSV seperti IFG Goes to Campus dan Mudik Bersama. IFG juga menjalankan 13 program kolaborasi antar-BUMN sebagai bagian dari penguatan dampak sosial. Untuk memastikan akuntabilitas dan keterbukaan, IFG menyediakan kanal pengaduan masyarakat yang inklusif. Sepanjang tahun pelaporan, tidak terdapat laporan atau pengaduan masyarakat terkait dampak negatif dari kegiatan IFG.

Implementasi keuangan berkelanjutan dengan menyelaraskan aspek ekonomi, lingkungan, dan sosial yang dilakukan IFG mendapatkan apresiasi dari pihak eksternal melalui pemberian penghargaan. Selama tahun 2025, penghargaan yang diterima Perseroan antara lain Industry Award 2025 – Indonesia Best Insurance Industry for Enhancing Operational Governance and Supporting Industrial Group dari Warta Ekonomi Group, Indeks Integritas Bisnis Lestari (INSTAR) – Tempo Data Science Media Tempo dari Media Tempo, serta Disway Award 2025 – Anugerah Brand Populer Indonesia dari Disway National Network.

Strategi Pencapaian Target

Pencapaian target kinerja IFG pada 2025 diarahkan melalui pelaksanaan strategi yang diturunkan dari RJPP 2025–2029 ke dalam tema strategis tahunan. Sejalan dengan Tema RKAP 2025, “Solidify Best Practices”, fokus pelaksanaan kerja diarahkan pada penguatan fundamental bisnis melalui penerapan praktik-praktik terbaik, penguatan kapabilitas, serta transformasi organisasi dan budaya untuk membangun organisasi berkinerja unggul. Kerangka tersebut menjadi dasar bagi IFG dan seluruh Anggota Holding dalam menerjemahkan sasaran strategis ke dalam program kerja yang terukur dan relevan dengan kebutuhan bisnis.

Untuk mendukung pencapaian sasaran tersebut, IFG menetapkan 16 Proyek Korporasi yang mencakup penguatan bisnis asuransi dan penjaminan, pengembangan sistem informasi, peningkatan saluran distribusi, digitalisasi proses bisnis, serta pengembangan layanan yang berorientasi pada kebutuhan pelanggan. Penguatan kapasitas bisnis dilakukan antara lain melalui *Joint Underwriting*, reasuransi, dan *Risk Management Partner*, disertai peningkatan layanan asuransi kesehatan berbasis *patient-led experience*. Pada sisi penjaminan, pengembangan sistem informasi penjaminan menjadi salah satu upaya untuk memperkuat proses bisnis dan mendukung peningkatan kualitas layanan.

Transformasi digital dan organisasi juga menjadi bagian penting dalam mendukung pencapaian target. IFG mendorong penguatan kanal distribusi melalui pendekatan digital, B2B2C, dan G2G, sekaligus melanjutkan digitalisasi proses bisnis dan pengembangan *platform One by IFG* untuk meningkatkan sinergi dan pengalaman pelanggan. Penguatan tersebut dilengkapi dengan transformasi budaya, pengembangan kapabilitas digital, penguatan manajemen

and Small Enterprise (MSE) development, including the MSE Funding Program (PUMK), as well as various Creating Shared Value (CSV) initiatives such as IFG Goes to Campus and Mudik Bersama (Joint Homecoming Program). IFG also implemented 13 collaborative programs among SOEs as part of its efforts to strengthen social impact. To ensure accountability and transparency, IFG provides inclusive public grievance channels. Throughout the reporting year, no reports or public complaints were received regarding adverse impacts arising from IFG's activities.

IFG's implementation of sustainable finance through the alignment of economic, environmental, and social aspects received external recognition through various awards. During 2025, awards received by the Company included the Industry Award 2025 – Indonesia Best Insurance Industry for Enhancing Operational Governance and Supporting Industrial Group from Warta Ekonomi Group, the Sustainable Business Integrity Index (INSTAR) – Tempo Data Science Media Tempo from Media Tempo, and the Disway Award 2025 – Indonesia's Popular Brand Awards from Disway National Network.

Target Achievement Strategy

Achievement of IFG's performance targets in 2025 was pursued through the implementation of strategies derived from the 2025–2029 Long-Term Corporate Plan (RJPP) and translated into annual strategic themes. In line with the 2025 RKAP Theme, “Solidify Best Practices,” the implementation of work programs focused on strengthening business fundamentals through the adoption of best practices, capability enhancement, and organizational and cultural transformation to build a high-performing organization. This framework served as the basis for IFG and all Holding Members to translate strategic objectives into measurable work programs relevant to business needs.

To support the achievement of these objectives, IFG established 16 Corporate Projects encompassing the strengthening of insurance and guarantee businesses, information system development, enhancement of distribution channels, digitalization of business processes, and development of customer-oriented services. Business capacity was strengthened through Joint Underwriting, reinsurance, and Risk Management Partner initiatives, accompanied by improvements in health insurance services based on a patient-led experience. In the guarantee sector, the development of a guarantee information system was one of the initiatives undertaken to strengthen business processes and support improvements in service quality.

Digital and organizational transformation also played an important role in supporting target achievement. IFG promotes stronger distribution channels through digital, B2B2C, and G2G approaches, while continuing to digitalize business processes and develop the One by IFG platform to enhance synergies and customer experience. These efforts are complemented by cultural transformation, development of digital capabilities, strengthened risk management,

risiko, serta peningkatan kompetensi SDM agar organisasi semakin adaptif terhadap perubahan lingkungan bisnis dan mampu mendukung pertumbuhan secara berkelanjutan.

Pelaksanaan berbagai program tersebut diperkuat melalui kolaborasi dan sinergi antara IFG Holding dan Anggota Holding. Optimalisasi program penugasan pemerintah, penguatan kapasitas bisnis, pengembangan infrastruktur dan sistem teknologi, konsolidasi fungsi pendukung melalui *shared services*, serta pengelolaan investasi dan likuiditas menjadi bagian dari upaya meningkatkan efektivitas dan efisiensi Grup IFG. Dengan pelaksanaan program kerja yang terarah dan dukungan koordinasi di seluruh ekosistem IFG, strategi pencapaian target 2025 diarahkan tidak hanya untuk memenuhi sasaran kinerja tahunan, tetapi juga memperkuat fundamental dan kapabilitas Grup dalam mendukung keberlanjutan pertumbuhan usaha.

Prospek dan Peluang

Memasuki tahun 2026, IFG memandang prospek perekonomian Indonesia tetap berada dalam fase ekspansi, meskipun dihadapkan pada ketidakpastian global dan dinamika pasar yang lebih tinggi dibandingkan asumsi awal RKAP 2026. Dengan fondasi perekonomian domestik yang relatif terjaga, stabilitas harga, tren pelonggaran suku bunga, serta prospek pemulihan konsumsi, investasi, dan pasar keuangan, kebutuhan terhadap layanan asuransi, penjaminan, dan pengelolaan investasi diperkirakan tetap memiliki ruang pertumbuhan. Kondisi tersebut diperkuat oleh keberlanjutan berbagai program strategis Pemerintah yang membuka peluang bagi IFG untuk memperluas kontribusi dalam mendukung aktivitas ekonomi sekaligus memperkuat perannya dalam ekosistem keuangan nasional.

Optimisme IFG memasuki 2026 juga ditopang oleh fondasi internal yang semakin kuat setelah berhasil melampaui target laba bersih RKAP 2025, memperkuat pencadangan teknis, serta menerapkan PSAK 117 untuk pertama kalinya secara transparan. Dukungan terhadap program penugasan Pemerintah antara lain melalui penjaminan KUR, layanan jaminan kesehatan bagi pimpinan dan purnatugas pejabat negara, serta optimalisasi penerimaan Sumbangan Wajib Jasa Raharja, memberikan landasan bagi kesinambungan bisnis program. Pada saat yang sama, peningkatan porsi portofolio non-program Pemerintah hingga 52,99% menunjukkan semakin kuatnya lini komersial sebagai sumber pertumbuhan yang mandiri. Efisiensi juga terus diperkuat melalui pengadaan bersama di bidang teknologi informasi dan sentralisasi anggaran di tingkat grup.

Untuk menangkap peluang tersebut, IFG akan melanjutkan agenda transformasi dan penataan grup dengan fokus pada penguatan struktur bisnis, efisiensi, dan perluasan pasar. Sebagai *lead* rencana konsolidasi (*streamlining*) perusahaan asuransi dan penjaminan, IFG akan melanjutkan penataan anak usaha dan afiliasi, sekaligus mempercepat pembentukan *Integrated Distribution Channel* (IDC) dan *Shared Service Center* (SSC). Pengembangan *Ecosystem*

and enhanced human capital competencies to enable the organization to become increasingly adaptive to changes in the business environment and support sustainable growth.

The implementation of these various programs is reinforced through collaboration and synergy between IFG Holding and the Holding Members. Optimization of government assignment programs, strengthening of business capacity, development of technological infrastructure and systems, consolidation of support functions through shared services, and investment and liquidity management form part of efforts to enhance the effectiveness and efficiency of the IFG Group. Through the implementation of focused work programs and coordinated efforts across the IFG ecosystem, the 2025 target achievement strategy was directed not only toward meeting annual performance targets but also toward strengthening the Group's fundamentals and capabilities to support sustainable business growth.

Prospects and Opportunities

Entering 2026, IFG expects the Indonesian economy to remain in an expansionary phase, despite global uncertainty and greater market volatility than initially assumed in the 2026 RKAP. With relatively stable domestic economic fundamentals, price stability, an easing interest rate trend, and prospects for recovery in consumption, investment, and financial markets, demand for insurance, guarantee, and investment management services is expected to have further room for growth. These conditions are further supported by the continuation of various strategic Government programs, creating opportunities for IFG to expand its contribution to supporting economic activity while strengthening its role in the national financial ecosystem.

IFG's optimism entering 2026 is also supported by increasingly strong internal fundamentals following its success in exceeding the 2025 RKAP net profit target, strengthening technical reserves, and transparently implementing PSAK 117 for the first time. Support for Government assignment programs includes KUR guarantees, health insurance services for incumbent and retired state officials, and optimization of Jasa Raharja Compulsory Contribution revenues, providing a foundation for the continuity of program-based businesses. At the same time, the increase in the share of the non-Government program portfolio to 52.99% demonstrates the growing strength of commercial business lines as an independent source of growth. Efficiency also continues to be strengthened through joint procurement in information technology and budget centralization at the Group level.

To capture these opportunities, IFG will continue its transformation and Group restructuring agenda, focusing on strengthening the business structure, improving efficiency, and expanding market reach. As the lead in the planned consolidation (*streamlining*) of insurance and guarantee companies, IFG will continue to restructure its subsidiaries and affiliates while accelerating the establishment of the Integrated Distribution Channel (IDC) and Shared Service

Play, penetrasi pasar B2B2C, optimalisasi *platform* digital One by IFG, serta penguatan *joint underwriting* di lingkungan BUMN akan menjadi bagian dari upaya memperluas sumber pertumbuhan. Sejalan dengan itu, disiplin pengelolaan risiko, likuiditas, dan permodalan tetap menjadi prioritas melalui penguatan *Asset & Liability Management* (ALM) dan pengembangan sistem OneInvest. Dengan eksekusi strategi yang disiplin dan terukur, IFG optimistis dapat meningkatkan daya tahan bisnis, mengantisipasi dinamika industri, dan menciptakan nilai yang semakin tinggi bagi Pemegang Saham serta seluruh pemangku kepentingan.

Penutup dan Apresiasi

Sepanjang tahun 2025, Direksi bersama manajemen dan seluruh karyawan, dengan pengawasan Dewan Komisaris, telah melaksanakan berbagai strategi dan program kerja untuk mencapai target dan sasaran RKAP 2025. Direksi menyampaikan apresiasi atas pencapaian sebagian besar target yang telah ditetapkan, termasuk laba tahun berjalan yang meningkat signifikan dibandingkan tahun sebelumnya. Direksi juga menyampaikan terima kasih kepada Dewan Komisaris atas pengawasan, arahan, dan dukungan yang diberikan sehingga pelaksanaan strategi dapat berjalan secara optimal. Apresiasi yang sama disampaikan kepada pemegang saham atas kepercayaan yang diberikan kepada Direksi dalam mengelola IFG sepanjang tahun pelaporan.

Penghargaan dan terima kasih juga disampaikan kepada seluruh manajemen dan karyawan atas kerja keras, dedikasi, dan loyalitas dalam mendukung pencapaian kinerja IFG. Apresiasi turut diberikan kepada pemerintah dan regulator, mitra, pelanggan, serta masyarakat yang terus memberikan dukungan dan kepercayaan kepada IFG. Dukungan dan kerja sama tersebut diharapkan terus terjaga sehingga IFG semakin kokoh dalam menjalankan peran dan memenuhi harapan para pemangku kepentingan serta pemegang saham, sekaligus mewujudkan visi "Menjadi Salah Satu Mitra Bidang Keuangan yang Paling Bernilai dan Disegani."

Center (SSC). The development of Ecosystem Play, B2B2C market penetration, optimization of the One by IFG digital platform, and strengthening of joint underwriting within the SOE ecosystem will form part of efforts to expand sources of growth. In line with these initiatives, disciplined risk, liquidity, and capital management will remain a priority through the strengthening of Asset & Liability Management (ALM) and development of the OneInvest system. Through disciplined and measured strategy execution, IFG is optimistic that it can enhance business resilience, anticipate industry dynamics, and create greater value for Shareholders and all stakeholders.

Closing and Appreciation

Throughout 2025, the Board of Directors, together with management and all employees and under the supervision of the Board of Commissioners, implemented various strategies and work programs to achieve the targets and objectives of the 2025 RKAP. The Board of Directors expresses its appreciation for the achievement of most of the established targets, including profit for the year, which increased significantly compared with the previous year. The Board of Directors also expresses its gratitude to the Board of Commissioners for its supervision, direction, and support, which enabled the strategies to be implemented effectively. The Board of Directors is equally grateful to the Shareholders for the trust placed in it to manage IFG throughout the reporting year.

Sincere appreciation goes to all management and employees for their hard work, dedication, and loyalty in supporting IFG's performance achievements. The Board of Directors also acknowledges the continued support and trust of the Government and regulators, partners, customers, and the public. It is hoped that this support and cooperation will continue, enabling IFG to further strengthen its role, meet the expectations of stakeholders and Shareholders, and realize its vision of "To Become One of the Most Valuable and Respected Financial Partners."

Jakarta, 29 Juni 2026

Jakarta, June 29, 2026

Atas nama Direksi
On behalf of the Board of Directors
Indonesia Financial Group (IFG)



Hexana Tri Sasongko

Direktur Utama
President Director



PROFIL PERUSAHAAN

Company Profile



03



IFG masuk dalam daftar *Fortune Indonesia 100 Tahun 2025* berdasarkan kinerja keuangan 2024. Capaian ini mencerminkan keberlanjutan transformasi IFG yang didukung tata kelola dan manajemen risiko yang kuat.

IFG made the 2025 Fortune Indonesia 100 list based on its 2024 financial performance. This achievement reflects the sustainability of IFG's transformation, which is supported by strong governance and risk management.

INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

GENERAL INFORMATION AND COMPANY IDENTITY

Nama Perusahaan [GRI 2-1]

Company Name



PT Bahana Pembinaan Usaha Indonesia (Persero)



Nama Holding

Holding Name

Indonesia Financial Group (IFG)

Bentuk Holding

Type of Holding

BUMN Holding Asuransi, Penjaminan, dan Investasi

Holding Company for Insurance, Guarantee and Investment SOE

Bentuk dan Status Badan Usaha

Type and Status of Business Entity

Perseroan Terbatas (PT); Badan Usaha Milik Negara (BUMN)

Limited Liability Company (PT); State-Owned Enterprise (SOE)

Tanggal dan Tahun Pendirian

Date and Year of Establishment

17 April 1973

April 17, 1973



Dasar Hukum Pendirian

Date and Year of Establishment

1. Peraturan Pemerintah (PP) Republik Indonesia No.18 tahun 1973, tanggal 13 April 1973, tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan Perseroan dalam Bidang Pengembangan Usaha Swasta Nasional.
2. Akta No. 11 tanggal 17 April 1973, yang dibuat dihadapan Mohamad Ali, S.H., Notaris, di Jakarta, dan telah mendapat pengesahan dari Menteri Kehakiman Republik Indonesia tertanggal 22 Mei 1973 No. YA.5/191/20 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 57 tanggal 17 Juli 1973 Tambahan Nomor 508.
1. Government Regulation (PP) of the Republic of Indonesia No. 18 of 1973, dated April 13, 1973, concerning the State Equity Participation of the Republic of Indonesia for the Establishment of a Limited Liability Company in the Sector of National Private Business Development.
2. Deed No. 11 dated April 17, 1973, drawn up before Mohamad Ali, S.H., Notary, in Jakarta, and has been approved by the Minister of Justice of the Republic of Indonesia dated May 22, 1973 No. YA.5/191/20 and has been announced in the State Gazette of the Republic of Indonesia No. 57 dated July 17, 1973 Supplement Number 508.

Bidang Usaha [OJK C.4]

Line of Business

Aktivitas perusahaan holding termasuk mendirikan atau turut serta dalam badan-badan lain, aktivitas kantor pusat, investasi langsung maupun tidak langsung, aktivitas restrukturisasi perusahaan/aset, dan aktivitas konsultasi manajemen.

The holding company's activities include establishing or participating in other entities, headquarters operations, direct and indirect investments, corporate and asset restructuring, and management consulting.

Kepemilikan Saham [GRI 2-1]

Share Ownership

- Pemerintah Republik Indonesia sebanyak 1 Saham Dwiwarna Seri A - 0,001%
- PT Danantara Aset Management sebanyak 93.719.536 Saham Seri B - 99,999%
- Government of the Republic of Indonesia: 1 Series A Dwiwarna Share - 0.001%
- PT Danantara Aset Management: 93,719,536 Series B Shares - 99.999%

Jumlah Karyawan [GRI 2-7]

Total Employees

275 (orang) per 31 Desember 2025

275 (people) as of December 31, 2025

Kelompok Usaha

Business Group

1. **Anggota Holding Bidang Asuransi dan Penjaminan:**
Member of Insurance and Guarantee Holding:
 - a. PT Asuransi Kerugian Jasa Raharja (Jasa Raharja)
 - b. PT Jaminan Kredit Indonesia (Jamkrindo)
 - c. PT Asuransi Kredit Indonesia (Askrindo)
 - d. PT Asuransi Jasa Indonesia (Jasindo)
 - e. PT Asuransi Jiwa IFG (IFG Life)
2. **Anggota Holding Bidang Keuangan dan Pasar Modal:**
Members of the Holding Company's Finance and Capital Markets Division:
 - a. PT Bahana Sekuritas (BS)
 - b. PT Bahana TCW Investment Management (BTIM)
 - c. PT Bahana Artha Ventura (BAV)
 - d. PT Bahana Kapital Investa (BKI)
 - e. PT Bahana Mitra Investa (BMI)
3. **Anggota Holding Bidang Non Keuangan**
Member of Non-Financial Holding Company
 - a. PT Grahaniaga Tatautama (GNTU)

Dasar Hukum Pembentukan Holding

Legal Basis of Holding Establishment

1. PP No. 15 Tahun 2020 tentang Perubahan atas PP No. 18 Tahun 1973 tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan Perseroan dalam Bidang Pengembangan Usaha Swasta Nasional maksud dan tujuan dari IFG adalah untuk melaksanakan kegiatan sebagai perusahaan Holding di bidang keuangan dan investasi serta konsultasi manajemen untuk kepentingan perusahaan afiliasi atau pihak lain termasuk UMKM, dan optimalisasi pemanfaatan sumber daya Perusahaan Perseroan (Persero) berdasarkan prinsip tata kelola perusahaan yang baik.
2. PP No. 20 Tahun 2020 tanggal 16 Maret 2020 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Indonesia Financial Group, yang berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia pada Perusahaan Perseroan (Persero) Askrindo, Perusahaan Perseroan (Persero) Jasindo, Perusahaan Perseroan (Persero) Jasa Raharja, dan Perusahaan Perseroan (Persero) Jamkrindo.
1. Government Regulation No. 15 of 2020 concerning Amendments to Government Regulation No. 18 of 1973 concerning State Equity Participation of the Republic of Indonesia for the Establishment of Limited Liability Company in the sector of National Private Business Development. The purpose and objectives of PT BPUI are to conduct activities as a holding company in the financial and investment sectors as well as management consulting for the benefit of affiliated companies or other parties including micro, small and medium enterprises, as well as optimizing the utilization of the Company's (Persero) resources based on the principles of good corporate governance.
2. Government Regulation No. 20 of 2020 dated March 16, 2020 concerning the addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia, which originated from the transfer of all Series B shares owned by the Republic of Indonesia to the Limited Liability Company (Persero) PT Asuransi Kredit Indonesia, the Limited Liability Company (Persero) PT Asuransi Jasa Indonesia, the Limited Liability Company (Persero) PT Asuransi Kerugian Jasa Raharja, and the Limited Liability Company (Persero) PT Jaminan Kredit Indonesia.

Modal Dasar

Authorized Capital

Rp93.719.537.000.000

IDR 93,719,537,000,000

Modal Ditempatkan dan Disetor Penuh

Issued and Fully-Paid Capital

Rp90,163 triliun

IDR 90.163 trillion

Jaringan Bisnis dan Wilayah Operasi [OJK C.3]

Business Network and Operation Area [OJK C.3]

Seluruh wilayah di Indonesia

All regions in Indonesia

Alamat [OJK C.2] [GRI 2-1]

Address

Gedung Graha CIMB Niaga, 18th Floor
Jl. Jendral Sudirman Kav. 58 RT 5/RW 3,
Senayan, Kebayoran Baru
Kota Jakarta Selatan, DKI Jakarta 12190
Graha CIMB Niaga Building, 18th Floor
Jl. Jendral Sudirman Kav. 58 RT 5/RW 3,
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SEKILAS INDONESIA FINANCIAL GROUP (IFG)

INDONESIA FINANCIAL GROUP (IFG) AT A GLANCE



Indonesia Financial Group (IFG) merupakan *Holding* BUMN Asuransi dan Penjaminan yang lahir dari transformasi *brand* PT Bahana Pembinaan Usaha Indonesia (Persero) atau PT BPUI. Perubahan brand tersebut ditetapkan melalui Surat Kementerian BUMN No. S-562/MBU/08/2020 tanggal 6 Agustus 2020 tentang Persetujuan Perubahan *Brand* dan Logo PT Bahana Pembinaan Usaha Indonesia (Persero) menjadi Indonesia Financial Group (IFG). [GRI 2-1]

Seiring penetapannya sebagai *Holding*, IFG memperoleh mandat dari pemerintah untuk berkontribusi dalam pembangunan nasional melalui pengembangan industri keuangan nonbank yang lengkap dan inovatif melalui layanan investasi, asuransi, dan penjaminan. Untuk menjalankan mandat tersebut, Perseroan berkomitmen menghadirkan perubahan di sektor keuangan, khususnya asuransi, investasi, dan penjaminan, melalui praktik usaha yang akuntabel, *prudent*, transparan, serta berlandaskan tata kelola perusahaan yang baik dan berintegritas. [GRI 2-1]

Dalam pelaksanaan perannya, semangat kolaborasi yang didukung tata kelola transparan menjadi fondasi IFG untuk tumbuh sebagai penyedia jasa asuransi, penjaminan, dan investasi yang terdepan, terpercaya, serta terintegrasi.

Indonesia Financial Group (IFG) is the SOE Holding Company in the Insurance and Guarantee sectors, established following the brand transformation of PT Bahana Pembinaan Usaha Indonesia (Persero), or PT BPUI. The brand transformation was stipulated through Letter of the Ministry of State-Owned Enterprises No. S-562/MBU/08/2020 dated August 6, 2020 concerning the Approval of the Change in Brand and Logo of PT Bahana Pembinaan Usaha Indonesia (Persero) to Indonesia Financial Group (IFG). [GRI 2-1]

Following its designation as a holding company, IFG received a mandate from the Government to contribute to national development through the development of a comprehensive and innovative non-bank financial industry by providing investment, insurance, and guarantee services. In executing this mandate, the Company is committed to driving change in the financial sector, particularly in insurance, investment, and guarantees, through accountable, prudent, and transparent business practices based on good corporate governance and integrity. [GRI 2-1]

In performing its role, a spirit of collaboration supported by transparent governance serves as the foundation for IFG to grow as a leading, trusted, and integrated provider of insurance, guarantee, and investment services. With this

Dengan semangat tersebut, IFG meyakini kehadirannya sebagai bagian penting masa depan industri keuangan Indonesia sekaligus motor penggerak ekosistem yang inklusif dan berkelanjutan.

Transformasi *brand* dari PT BPUI menjadi IFG tidak terlepas dari penetapan PT BPUI sebagai *holding* sebagaimana diatur dalam Peraturan Pemerintah No. 20 Tahun 2020 tanggal 16 Maret 2020 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia. Penambahan modal negara tersebut berasal dari pengalihan seluruh saham Seri B milik Negara Republik Indonesia di Perusahaan Perseroan (Persero) PT Asuransi Kredit Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Jasa Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja, dan Perusahaan Perseroan (Persero) PT Jaminan Kredit Indonesia.

Dengan dilaksanakannya pengalihan saham Seri B tersebut, negara tetap melakukan pengendalian terhadap perusahaan-perusahaan dimaksud melalui kepemilikan saham Seri A dwiwarna dengan kewenangan sebagaimana diatur dalam Anggaran Dasar. Kebijakan penambahan penyertaan modal negara tersebut juga mengubah status Perusahaan Perseroan (Persero) PT Asuransi Kredit Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Jasa Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja, dan Perusahaan Perseroan (Persero) PT Jaminan Kredit Indonesia, berubah menjadi perseroan terbatas yang tunduk sepenuhnya pada Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas. Akibat hukum yang lain, Perusahaan Perseroan (Persero) IFG Indonesia menjadi Pemegang Saham PT Asuransi Kredit Indonesia, PT Asuransi Jasa Indonesia, PT Asuransi Kerugian Jasa Raharja, dan PT Jaminan Kredit Indonesia.

Dalam perkembangan selanjutnya, pada Desember 2020, pemerintah melakukan Penyertaan Modal Negara kepada IFG untuk mendirikan PT Asuransi Jiwa IFG (IFG Life). Kehadiran IFG Life memperkuat lini bisnis *Holding* melalui potensi *bundling* dan *cross-selling* bersama entitas anak lainnya sehingga menciptakan nilai tambah dari sinergi grup. Hingga kini, IFG beranggotakan PT Jasa Raharja, PT Jaminan Kredit Indonesia (Jamkrindo), PT Asuransi Kredit Indonesia (Askrindo), PT Asuransi Jasa Indonesia (Jasindo), PT Asuransi Jiwa IFG (IFG Life), PT Bahana Sekuritas (BS), PT Bahana TCW Investment Management (BTIM), PT Bahana Artha Ventura (BAV), PT Bahana Kapital Investa (BKI), PT Bahana Mitra Investa (BMI) dan PT Grahaniaga Tatautama (GNTU).

Memasuki tahun 2021, berdasarkan surat Otoritas Jasa Keuangan Nomor S-387/NB.2/2021, IFG Life mulai menerima pengalihan polis dari nasabah *eks* PT Asuransi Jiwasraya (Persero). Proses ini didahului *due diligence* guna memastikan kepatuhan terhadap ketentuan yang berlaku sekaligus memitigasi risiko yang dapat memengaruhi

spirit, IFG believes that its presence represents an important part of the future of Indonesia's financial industry, while also serving as a driving force for an inclusive and sustainable ecosystem.

The brand transformation from PT BPUI to IFG was closely linked to the designation of PT BPUI as a holding company, as stipulated in Government Regulation No. 20 of 2020 dated March 16, 2020 concerning the Addition of State Equity Participation of the Republic of Indonesia into the Share Capital of Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia. The additional State capital participation originated from the transfer of all Series B shares owned by the Republic of Indonesia in Perusahaan Perseroan (Persero) PT Asuransi Kredit Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Jasa Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja, and Perusahaan Perseroan (Persero) PT Jaminan Kredit Indonesia.

Following the transfer of the Series B shares, the State retained control over these companies through its ownership of Series A Dwiwarna shares, with the authorities stipulated in the Articles of Association. The policy on the additional State capital participation also changed the status of Perusahaan Perseroan (Persero) PT Asuransi Kredit Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Jasa Indonesia, Perusahaan Perseroan (Persero) PT Asuransi Kerugian Jasa Raharja, and Perusahaan Perseroan (Persero) PT Jaminan Kredit Indonesia into limited liability companies fully subject to Law No. 40 of 2007 concerning Limited Liability Companies. Another legal consequence was that IFG became the shareholder of PT Asuransi Kredit Indonesia, PT Asuransi Jasa Indonesia, PT Asuransi Kerugian Jasa Raharja, and PT Jaminan Kredit Indonesia.

In a subsequent development, in December 2020, the Government provided State Capital Participation to IFG for the establishment of PT Asuransi Jiwa IFG (IFG Life). The establishment of IFG Life strengthened the Holding's business lines through opportunities for bundling and cross-selling with other subsidiaries, thereby creating added value through Group synergies. To date, IFG comprises PT Jasa Raharja, PT Jaminan Kredit Indonesia (Jamkrindo), PT Asuransi Kredit Indonesia (Askrindo), PT Asuransi Jasa Indonesia (Jasindo), PT Asuransi Jiwa IFG (IFG Life), PT Bahana Sekuritas (BS), PT Bahana TCW Investment Management (BTIM), PT Bahana Artha Ventura (BAV), PT Bahana Kapital Investa (BKI), PT Bahana Mitra Investa (BMI), and PT Grahaniaga Tatautama (GNTU).

Entering 2021, in accordance with the Financial Services Authority Letter No. S-387/NB.2/2021, IFG Life began accepting the transfer of policies from former customers of PT Asuransi Jiwasraya (Persero). This process was preceded by due diligence to ensure compliance with applicable regulations while mitigating risks that could affect IFG Life's

kelayakan finansial, operasional, dan keberlangsungan usaha IFG Life. Perseroan juga secara proaktif menghubungi nasabah untuk memastikan proses pengalihan berjalan baik dan layanan tetap berkesinambungan.

Berkaitan dengan proses tersebut, pada 22 Desember 2021, IFG Life menyerahkan polis secara simbolis kepada sejumlah nasabah eks Jiwasraya yang telah berhasil dialihkan, baik nasabah korporasi maupun ritel, serta melakukan simbolis pembayaran klaim untuk nasabah *bancassurance* produk Mantap Plus Plan C. Selaras dengan hal itu, Kementerian BUMN menilai kehadiran IFG sebagai *Holding* Asuransi dan Penjaminan merupakan langkah strategis pemerintah dalam memperkuat industri perasuransian nasional agar semakin sehat dan tangguh. Di masa mendatang, IFG Life diharapkan mampu bersaing di industri asuransi jiwa sekaligus memberikan perlindungan optimal bagi masyarakat.

Per 31 Desember 2021, jumlah polis nasabah eks Jiwasraya yang telah dialihkan ke IFG Life mencapai 155.216 polis atau setara Rp20,87 triliun. Angka tersebut merepresentasikan 63,2% dari target liabilitas polis yang akan dialihkan. Sementara itu, realisasi penerimaan premi hingga Desember 2021 tercatat Rp24,13 miliar, sedangkan pembayaran klaim tahapan ke-0 polis Mantap Plus C, Anuitas, dan utang klaim polis eks Jiwasraya mencapai Rp976,13 miliar.

Dalam rangka memperkuat operasional *Holding*, pada tahun 2022, OJK menerbitkan Peraturan OJK Nomor 13/POJK.05/2022 tentang Pengawasan PT Bahana Pembinaan Usaha Indonesia. Perseroan menyambut baik regulasi tersebut karena sejalan dengan transformasi dan akselerasi penerapan tata kelola terintegrasi serta manajemen risiko terintegrasi, baik di *Holding* maupun anak perusahaan. Bagi IFG, regulasi tersebut semakin memperkuat keyakinan untuk mendorong industri asuransi, penjaminan, dan investasi yang sehat serta berkelanjutan.

Sepanjang tahun 2022, IFG menjalankan berbagai kebijakan strategis sesuai maksud dan tujuan Perseroan. Salah satunya, sebagai Ketua *Project Management Office* (PMO) Percepatan Integrasi Pengelolaan Dana Pensiun BUMN, IFG menandatangani nota kesepahaman rencana kerja sama pengelolaan aset investasi dana pensiun bersama delapan BUMN pendiri dana pensiun. Masing-masing adalah PT Angkasa Pura I, PT Asuransi Jasa Indonesia (Jasindo), PT Asuransi Kerugian Jasa Raharja (Jasa Raharja), PT Nindya Karya (Persero), Perum Jasa Tirta II, Perum Peruri, PT Taspen (Persero) dan PT Wijaya Karya (Persero) Tbk.

financial and operational viability and business continuity. The Company also proactively contacted customers to ensure a smooth transfer process and continuity of services.

In connection with this process, on December 22, 2021, IFG Life symbolically handed over policies to a number of former Jiwasraya customers whose policies had been successfully transferred, comprising both corporate and retail customers, and symbolically made claim payments to bancassurance customers holding the Mantap Plus Plan C product. In line with these developments, the Ministry of State-Owned Enterprises viewed the establishment of IFG as the Insurance and Guarantee Holding Company as a strategic Government initiative to strengthen the national insurance industry and make it healthier and more resilient. Going forward, IFG Life is expected to be able to compete in the life insurance industry while providing optimal protection to the public.

As of December 31, 2021, the number of former Jiwasraya customer policies transferred to IFG Life had reached 155,216 policies, equivalent to IDR 20.87 trillion. This figure represented 63.2% of the targeted policy liabilities to be transferred. Meanwhile, realized premium income as of December 2021 amounted to IDR 24.13 billion, while Stage 0 claim payments for Mantap Plus C and annuity policies, as well as outstanding claims on former Jiwasraya policies, reached IDR 976.13 billion.

In order to strengthen the Holding's operations, in 2022, OJK issued OJK Regulation No. 13/POJK.05/2022 concerning the Supervision of PT Bahana Pembinaan Usaha Indonesia. The Company welcomed the regulation as it was aligned with the transformation and accelerated implementation of integrated governance and integrated risk management at both the Holding and subsidiary levels. For IFG, the regulation further reinforced its confidence in advancing a sound and sustainable insurance, guarantee, and investment industry.

Throughout 2022, IFG implemented various strategic policies in accordance with the Company's purposes and objectives. Among these initiatives, in its capacity as Chair of the Project Management Office (PMO) for the Acceleration of the Integration of SOE Pension Fund Management, IFG signed a memorandum of understanding on the planned cooperation for the management of pension fund investment assets with eight SOEs that had established pension funds (pension fund founders). These comprised PT Angkasa Pura I, PT Asuransi Jasa Indonesia (Jasindo), PT Asuransi Kerugian Jasa Raharja (Jasa Raharja), PT Nindya Karya (Persero), Perum Jasa Tirta II, Perum Peruri, PT Taspen (Persero), and PT Wijaya Karya (Persero) Tbk.

Bagi Kementerian BUMN, penandatanganan tersebut memiliki arti penting dalam memastikan pengelolaan dana pensiun karyawan mampu memberikan manfaat jangka panjang melalui investasi yang sehat. Pengelolaan dana pensiun yang optimal perlu memperhatikan kewajiban jangka panjang dan penempatan aset yang sesuai (*asset-liability matching*), sekaligus menjamin manfaat bagi karyawan sesuai kesepakatan dan kemampuan terukur perusahaan pendiri.

Dalam menjalankan usaha, sepanjang tahun 2023, IFG secara konsisten melakukan sosialisasi mengenai peran strategis pembentukan IFG sebagai BUMN *Holding* Asuransi, Penjaminan, dan Investasi. Sosialisasi ini bertujuan agar semangat pembentukan *Holding* semakin dipahami seluruh karyawan, termasuk yang berada di kantor cabang anak usaha di berbagai daerah.

Melalui kegiatan sosialisasi tersebut, IFG menekankan sejumlah faktor penting. Pertama, penguatan fokus bisnis pada produk yang menjadi *core competence* masing-masing entitas guna mengurangi *price war* dalam bersaing. Kedua, peningkatan tata kelola yang *prudent* dan berbasis risiko. Ketiga, penguatan manajemen risiko melalui prinsip kehati-hatian dan mekanisme *four eyes principles*. Keempat, peningkatan kompetensi SDM dan kualitas kepemimpinan. Kelima, penguatan kolaborasi ekosistem *Holding* untuk menghasilkan efisiensi biaya.

Memasuki usia keempat, pada tahun 2024, IFG terus mengoptimalkan langkah untuk mencapai target sebagai *market leader* di Industri Keuangan Non Bank (IKNB) Indonesia. Oleh karena itu, Perseroan melanjutkan berbagai perbaikan, penguatan, dan inovasi guna memperkuat posisinya sebagai konglomerat keuangan nasional. Salah satu pencapaian penting ialah penyelesaian mandat restrukturisasi Jiwasraya pada akhir 2023 serta mendorong restrukturisasi Jasindo hingga menghasilkan perbaikan signifikan dengan RBC di atas ketentuan OJK.

Selaras dengan itu, transformasi berkelanjutan terus difokuskan pada penguatan pencadangan, penyempurnaan model bisnis dan proses seperti sentralisasi *underwriting*, implementasi PSAK 117, serta penguatan *Risk Culture* dan *Risk Management*. Selain itu, IFG menegaskan pentingnya optimalisasi sumber daya melalui pengelolaan investasi, IT, SDM, pengadaan, serta penguatan tata kelola untuk mendorong transparansi, *prudence*, dan kinerja berkelanjutan.

Adapun dalam upaya menjadi pemimpin pasar, IFG menargetkan posisi nomor satu pada lini bisnis *non-life*, asuransi umum, dan *asset management*. Target ini didukung ekosistem IFG yang memungkinkan sinergi kuat antar Anggota *Holding* serta lahirnya berbagai inovasi untuk memberikan solusi dan nilai tambah bagi nasabah maupun masyarakat. Inisiatif tersebut antara lain *virtual joint venture*

For the Ministry of State-Owned Enterprises (SOEs), the signing represented an important step in ensuring that the management of employee pension funds could provide long-term benefits through sound investments. Optimal pension fund management needs to take into account long-term liabilities and appropriate asset allocation (*asset-liability matching*), while ensuring employee benefits in accordance with the agreements and measurable capacity of the founding companies.

Throughout 2023, IFG consistently conducted awareness initiatives regarding the strategic role behind the establishment of IFG as the SOE Holding Company in the Insurance, Guarantee, and Investment sectors. These initiatives aimed to ensure that the purpose and spirit underlying the establishment of the Holding were increasingly understood by all employees, including those working at subsidiary branch offices across various regions.

Through these initiatives, IFG emphasized several key factors. First, strengthening the business focus on products that constitute the core competence of each entity to reduce price competition. Second, enhancing prudent and risk-based governance. Third, strengthening risk management through prudential principles and the four-eyes principle. Fourth, enhancing human capital competencies and leadership quality. Fifth, strengthening collaboration across the Holding ecosystem to achieve cost efficiencies.

Entering its fourth year in 2024, IFG continued to optimize its efforts to achieve its target of becoming a market leader in Indonesia's Non-Bank Financial Industry (IKNB). Accordingly, the Company continued to pursue various improvements, strengthening measures, and innovations to reinforce its position as a national financial conglomerate. One of its key achievements was the completion of the Jiwasraya restructuring mandate at the end of 2023, as well as advancing Jasindo's restructuring, which resulted in significant improvements, with its Risk-Based Capital (RBC) ratio exceeding OJK requirements.

In line with these achievements, the ongoing transformation continued to focus on strengthening reserves, refining business models and processes such as centralized underwriting, implementing PSAK 117, and strengthening Risk Culture and Risk Management. In addition, IFG emphasized the importance of optimizing resources through investment management, IT, human capital, and procurement, as well as strengthening governance to promote transparency, prudence, and sustainable performance.

In its efforts to become a market leader, IFG targets the number-one position in the non-life, general insurance, and asset management business lines. This target is supported by IFG's ecosystem, which enables strong synergies among Holding Members and fosters various innovations to provide solutions and added value for customers and the public. These initiatives include a virtual joint venture for

bancassurance, penguatan *core competence* di ekosistem BUMN oleh Jasindo, optimalisasi bisnis non-penugasan serta penguatan manajemen risiko oleh Jamkrindo dan Askrindo, hingga dukungan ekosistem kendaraan listrik melalui EV Charging oleh Grahaniaga Tatautama.

Di sisi lain, Jasa Raharja terus menjalankan inisiatif literasi tertib berlalu lintas guna meningkatkan kepatuhan masyarakat di jalan raya. Bahana Kapital Investa melakukan pembaruan *website* agar layanan lebih mudah diakses, Bahana TCW memperluas agen penjualan reksa dana, Bahana Artha Ventura menghadirkan program kurasi dan inkubasi bagi UMKM, sementara Bahana Sekuritas meluncurkan tampilan baru Bahana DXTrade.

Pada tahun 2025, IFG menorehkan prestasi dengan masuk dalam daftar Fortune Indonesia 100 Tahun 2025, yang memuat seratus perusahaan terbesar di Indonesia berdasarkan kinerja keuangan tahun 2024. Capaian ini menjadi bukti keberhasilan transformasi berkelanjutan melalui penerapan tata kelola perusahaan yang baik serta manajemen risiko yang kuat. Pengakuan tersebut juga mencerminkan kepercayaan publik terhadap konsistensi langkah transformasi IFG.

Masuknya IFG ke dalam daftar Fortune Indonesia 100 tidak hanya menunjukkan besarnya skala usaha, tetapi juga menegaskan kemampuan Perseroan menjaga arah transformasi secara berkelanjutan melalui tata kelola dan manajemen risiko yang terukur. Sejak awal transformasi, IFG berfokus memperkuat struktur organisasi, meningkatkan efektivitas pengawasan, serta menjunjung tinggi transparansi kepada pemangku kepentingan. Ke depan, Perseroan akan terus memperkuat fondasi tersebut melalui tata kelola dan mekanisme manajemen risiko yang adaptif agar pertumbuhan usaha berjalan seimbang dengan kepentingan para pemangku kepentingan serta mendukung pembangunan ekonomi nasional.

SEJARAH

Awal perjalanan PT Bahana Pembinaan Usaha Indonesia (PT BPUI) dimulai pada tahun 1973. Pendirian Perseroan didasarkan pada Peraturan Pemerintah Republik Indonesia No. 18 Tahun 1973 tanggal 13 April 1973 tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan Perseroan dalam Bidang Pengembangan Usaha Swasta Nasional, kemudian dituangkan dalam Akta No. 11 tanggal 17 April 1973, yang dibuat di hadapan Mohamad Ali, S.H., Notaris di Jakarta. Akta tersebut telah memperoleh pengesahan dari Menteri Kehakiman Republik Indonesia melalui Surat No. YA.5/191/20 tanggal 22 Mei 1973 serta diumumkan dalam Berita Negara Republik Indonesia No. 57 tanggal 17 Juli 1973 Tambahan No. 508.

bancassurance, strengthening Jasindo's core competence within the SOE ecosystem, optimizing non-assignment businesses and strengthening risk management at Jamkrindo and Askrindo, as well as supporting the electric vehicle ecosystem through EV Charging by Grahaniaga Tatautama.

Meanwhile, Jasa Raharja continues to implement road safety literacy initiatives to improve public compliance with traffic regulations. Bahana Kapital Investa updated its website to make its services more accessible, Bahana TCW expanded its network of mutual fund selling agents, Bahana Artha Ventura introduced curation and incubation programs for MSMEs, while Bahana Sekuritas launched a new look for Bahana DXTrade.

In 2025, IFG achieved a significant milestone by being included in the 2025 Fortune Indonesia 100, which recognizes Indonesia's 100 largest companies based on their 2024 financial performance. This achievement demonstrates the success of IFG's ongoing transformation through the implementation of good corporate governance and robust risk management. The recognition also reflects public confidence in the consistency of IFG's transformation efforts.

IFG's inclusion in the Fortune Indonesia 100 not only demonstrates the scale of its business but also underscores the Company's ability to maintain the direction of its ongoing transformation through sound governance and measured risk management. Since the beginning of its transformation, IFG has focused on strengthening its organizational structure, enhancing the effectiveness of oversight, and upholding transparency toward stakeholders. Going forward, the Company will continue to reinforce these foundations through adaptive governance and risk management mechanisms to ensure that business growth remains balanced with stakeholder interests while supporting national economic development.

HISTORY

The journey of PT Bahana Pembinaan Usaha Indonesia (PT BPUI) began in 1973. The Company was established in accordance with Government Regulation of the Republic of Indonesia No. 18 of 1973 dated April 13, 1973 concerning State Equity Participation of the Republic of Indonesia for the Establishment of a Limited Liability State-Owned Company in the Development of National Private Enterprises, subsequently formalized through Deed No. 11 dated April 17, 1973, drawn up before Mohamad Ali, S.H., Notary in Jakarta. The Deed was approved by the Minister of Justice of the Republic of Indonesia through Letter No. YA.5/191/20 dated May 22, 1973 and published in the State Gazette of the Republic of Indonesia No. 57 dated July 17, 1973, Supplement No. 508.

Berdasarkan Anggaran Dasar, tujuan pendirian Perseroan antara lain melakukan pembinaan kepada para pelaku usaha mikro, kecil, dan menengah (UMKM) di Indonesia melalui pemberian pendampingan serta modal kerja. Pada masa awal operasionalnya, Perseroan berstatus sebagai lembaga keuangan sebagaimana ditetapkan dalam Surat Keputusan Menteri Keuangan Republik Indonesia No. 1256/MK/IV/II/1973, yang selanjutnya diperbarui melalui Surat Keputusan No. 444/KMK/017/1993 tanggal 23 Maret 1993. Melalui izin tersebut, Perseroan berwenang menjalankan kegiatan pembiayaan di bidang sewa guna usaha, anjak piutang, dan kartu kredit. Sejak tahun 1993, Perseroan pun memperluas cakupan usaha ke sektor jasa pembiayaan sesuai perizinan yang dimiliki.

Menyesuaikan perkembangan usaha dan kebutuhan pasar, PT BPUI melebarkan bisnis layanan keuangannya di bidang investasi pasar modal, *investment banking* dan *securities trading* melalui PT Bahana Securities, melakukan *joint venture* dengan Trust Company of The West dengan membentuk perusahaan manajemen investasi PT Bahana TCW Investment Management, layanan pendampingan dan pembiayaan UMKM melalui PT Bahana Artha Ventura, layanan *property management* melalui PT Graha Niaga Tata Utama serta layanan penasihat investasi dan keuangan melalui PT Bahana Kapital Investa.

In according to the Articles of Association, one of the purposes for which the Company was established was to foster the development of micro, small, and medium enterprises (MSMEs) in Indonesia by providing assistance and working capital. During its early years of operation, the Company held the status of a financial institution pursuant to Decree of the Minister of Finance of the Republic of Indonesia No. 1256/MK/IV/II/1973, which was subsequently updated through Decree No. 444/KMK/017/1993 dated March 23, 1993. Under this license, the Company was authorized to engage in financing activities involving leasing, factoring, and credit cards. Since 1993, the Company has expanded the scope of its business into the financing services sector in accordance with its licenses.

In response to business developments and market needs, PT BPUI expanded its financial services business into capital market investment, investment banking, and securities trading through PT Bahana Securities; established a joint venture with Trust Company of the West by forming the investment management company PT Bahana TCW Investment Management; provided assistance and financing services for MSMEs through PT Bahana Artha Ventura; provided property management services through PT Graha Niaga Tata Utama; and provided investment and financial advisory services through PT Bahana Kapital Investa.

JEJAK LANGKAH MILESTONES

2018

Pada bulan Juni 2018, BPUI melakukan aktivasi PT Bahana Kapital Investa (BKI) sebagai salah satu Anggota Holding yang bergerak di bidang investasi dan jasa penasihat keuangan (*advisory*).
In June 2018, BPUI activated PT Bahana Kapital Investa (BKI) as one of the Holding members engaged in investment and advisory services.

2004

Selanjutnya pada tanggal 23 Desember 2004, Holding mengakuisisi PT Grahaniaga Tatautama (GNTU), sebuah perusahaan yang bergerak dalam bidang pengelolaan Gedung (*building management*).
Furthermore, on December 23, 2004, the Holding Company acquired PT Grahaniaga Tatautama (GNTU), a company engaged in building management.

1993

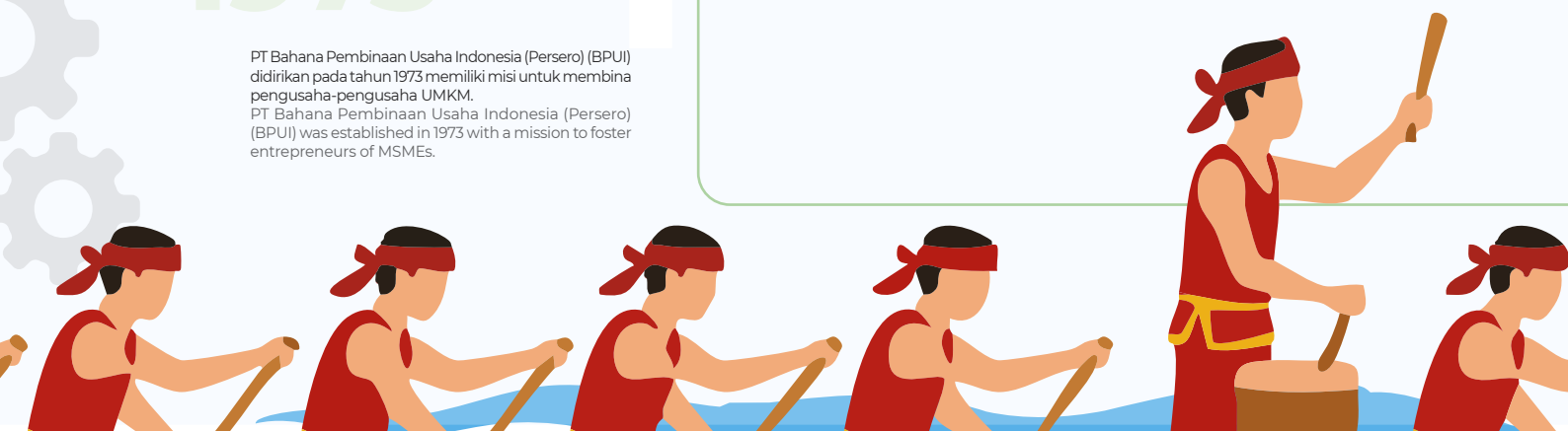
Pada tahun 1993 Holding melakukan pengembangan usaha di bidang pasar modal, di mana kemudian Holding membentuk Anggota Holding di bidang modal ventura dan pembinaan usaha kecil dan menengah BAV, di bidang pasar modal dan pasar uang (PT Bahana Securities), dan di bidang manajemen investasi BTIM.
In 1993, the Holding expanded its business in the capital market sector, where it formed members of the Holding in the venture capital and small and medium enterprise development sector BAV, in the capital and money market sector (PT Bahana Securities), and in the investment management sector BTIM.

1973

PT Bahana Pembinaan Usaha Indonesia (Persero) (BPUI) didirikan pada tahun 1973 memiliki misi untuk membina pengusaha-pengusaha UMKM.
PT Bahana Pembinaan Usaha Indonesia (Persero) (BPUI) was established in 1973 with a mission to foster entrepreneurs of MSMEs.

2020

1. PP No. 15 Tahun 2020 tentang Perubahan atas PP No. 18 Tahun 1973 tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan Perseroan Dalam Bidang Pengembangan Usaha Swasta Nasional merupakan landasan hukum penunjukan Holding sebagai Holding di bidang Keuangan dan investasi di mana kemudian dengan PP No. 20 Tahun 2020 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Indonesia Financial Group sebagai landasan hukum penunjukan Holding sebagai Holding BUMN Asuransi dan Penjaminan sebagai tambahan dari peran Holding selaku Holding dibidang Keuangan dan Investasi. Setelah diterbitkannya Peraturan Pemerintah (PP) tersebut Kementerian BUMN selaku Rapat Umum Pemegang Saham (RUPS) Perseroan menindaklanjuti dengan mengeluarkan Keputusan Menteri BUMN melalui surat No. S-203/MBU/03/2020 perihal Persetujuan Penerimaan Pengalihan Saham tanggal 31 Maret 2020 yang kemudian dituangkan dalam akta notaris berdasarkan Akta Pernyataan Keputusan Rapat Menteri BUMN selaku RUPS Indonesia Financial Group maka Holding resmi menjadi Holding dari PT Asuransi Kredit Indonesia (Askrindo), PT Jaminan Kredit Indonesia (Jamkrindo), PT Asuransi Kerugian Jasa Raharja (Jasa Raharja), dan PT Asuransi Jasa Indonesia (Jasindo) disamping anak-anak Perusahaan yang sudah ada yaitu Bahana Sekuritas, BTIM, BAV, GNTU dan BKI.
2. Sehubungan dengan pembentukan Holding tersebut dan sesuai Surat Kementerian BUMN No. S-562/MBU/08/2020 tanggal 6 Agustus 2020 tentang Persetujuan Perubahan Brand dan Logo PT Bahana Pembinaan Usaha Indonesia (Persero) menjadi Indonesia Financial Group (IFG).
3. Di bulan Desember 2020, Pemerintah bersama Komisi VI DPR RI menyetujui penyertaan Modal Negara (PMN) ke IFG untuk mendirikan IFG Life. Pendirian IFG Life sebagai bagian dari IFG menjadi peta bisnis IFG untuk portofolio bisnis di sektor asuransi jiwa, kesehatan dan dana pensiun.
1. Government Regulation No. 15 of 2020 concerning Amendments to Government Regulation No. 18 of 1973 concerning the Capital Participation of the Republic of Indonesia for the Establishment of a Company in the Field of National Private Business Development is the legal basis for the appointment of Holding as a Holding in Finance and investment where later with Government Regulation No. 20 of 2020 concerning the Addition of Capital Participation of the Republic of Indonesia into the Capital of Indonesia Financial Group as a legal basis for the appointment of Holding as a Holding of SOEs in Insurance and Guarantee as an addition to the role of Holding as a Holding in the field of Finance and Investment. After the issuance of the Government Regulation (PP) the Ministry of SOEs as the General Meeting of Shareholders ("GMS") of the Company followed up by issuing a Decree of the Minister of SOEs through letter No. S-203/MBU/03/2020 regarding Approval of Acceptance of Share Transfer dated March 31, 2020, which was then stated in a notarial deed based on the Deed of Meeting Resolution of the Minister of SOEs as the GMS of Indonesia Financial Group, the Holding officially became the Holding of PT Asuransi Kredit Indonesia (Askrindo), PT Jaminan Kredit Indonesia (Jamkrindo), PT Asuransi Kerugian Jasa Raharja (Jasa Raharja), and PT Asuransi Jasa Indonesia (Jasindo) in addition to the existing subsidiaries, namely Bahana Sekuritas, BTIM, BAV, GNTU and BKI.
2. In connection with the establishment of the Holding Company and in accordance with the Ministry of SOEs Letter No. S-562/MBU/08/2020 dated August 6, 2020 concerning Approval of Brand and Logo Changes of PT Bahana Pembinaan Usaha Indonesia (Persero) to Indonesia Financial Group (IFG).
3. In December 2020, the government and Commission VI of the House of Representatives approved the State Equity Participation (PMN) to IFG to establish IFG Life. The establishment of IFG Life as part of IFG becomes IFG's business map for its business portfolio in the life insurance, health and pension fund sectors.



2023

1. Pada 30 November Fundraising internal IFG sebesar Rp1,46 triliun yang telah disetorkan kepada IFG Life.
2. Pada tanggal 29 Desember Program Penyelamatan Pemegang Polis Jiwasraya Berakhir, IFG Life Menerima Pengalihan Polis Hasil Restrukturisasi.
3. Pada 31 Desember Penyertaan Modal Negara sebesar Rp3,00 triliun yang telah disetorkan kepada IFG Life.
1. On November 30, IFG's internal fundraising amounted to IDR 1.46 trillion which has been deposited to IFG Life.
2. On 29 December Jiwasraya Policyholder Rescue Program Ends, IFG Life Receives Transfer of Restructured Policy Results
3. On December 31, State Equity Participation amounting to IDR 3.00 trillion which has been deposited to IFG Life

2022

1. Terbit POJK Nomor 13/POJK.05/2022 tentang Pengawasan Indonesia Financial Group.
2. Sebagai Ketua *Project Management Office* (PMO) Percepatan Integrasi Pengelolaan Dana Pensiun BUMN, IFG melakukan penandatanganan nota kesepahaman (*Memorandum of Understanding/MoU*) rencana kerja sama pengelolaan aset investasi dana pensiun antara IFG dan 8 BUMN pendiri dana pensiun.
1. POJK Number 13/POJK.05/2022 was issued concerning the Supervision of Indonesia Financial Group.
2. As the Chairperson of the Project Management Office (PMO) for the Acceleration of the Integration of BUMN Pension Fund Management, IFG signed a Memorandum of Understanding (MoU) on the cooperation plan for the management of pension fund investment assets between IFG and 8 SOEs pension fund founders.

2021

Berdasarkan surat Otoritas Jasa Keuangan (OJK) Nomor S-387/NB.2/2021, Indonesia Financial Group (IFG) melalui entitas Anggota *Holding*, IFG Life, secara resmi menerima pengalihan polis eks Jiwasraya. IFG menerima penugasan dari Pemerintah untuk melakukan restrukturisasi dalam rangka penyelamatan Jiwasraya, dan penerimaan pengalihan polis ini merupakan salah satu langkah strategis dalam melaksanakan penugasan tersebut. Sejalan dengan itu, IFG Life telah melaksanakan sosialisasi kepada seluruh pemegang polis eks Jiwasraya guna memastikan proses transisi berjalan secara transparan dan akuntabel.

Based on a letter from the Financial Services Authority (OJK) No. S-387/NB.2/2021, Indonesia Financial Group (IFG), through its holding company, IFG Life, has officially received the transfer of former Jiwasraya policies. IFG was assigned by the government to restructure Jiwasraya as part of its rescue effort, and the transfer of these policies is one of the strategic steps in fulfilling this assignment. In line with its mandate, IFG Life has conducted outreach to all former Jiwasraya policyholders to assure them that the transition process is being handled in a transparent and accountable manner.

2024

Pada tanggal 26 Juni 2024 IFG melalui IFG Life melakukan penandatanganan Akta Jual Beli (AJB) penyelesaian akuisisi 80% saham Mandiri Inhealth. Kepemilikan saham yang dibeli oleh IFG Life terdiri dari 60% saham milik PT Bank Mandiri (Persero) Tbk, 10% saham milik PT Kimia Farma Tbk, dan 10% saham milik IFG.

On June 26, 2024, IFG, through IFG Life, signed the Deed of Sale and Purchase (AJB) finalizing the acquisition of an 80% stake in Mandiri Inhealth. The shares acquired by IFG Life consist of 60% owned by PT Bank Mandiri (Persero) Tbk, 10% owned by PT Kimia Farma Tbk, and 10% owned by IFG.

2025

1. Penerapan Standar Akuntansi Baru (PSAK 117): Pada tahun 2025, IFG secara penuh mengimplementasikan Pernyataan Standar Akuntansi Keuangan (PSAK) 117 tentang Kontrak Asuransi bagi seluruh Anggota *Holding* di bidang asuransi. Implementasi standar baru ini mengharuskan penyajian kembali (*restatement*) laporan keuangan tahun 2024 untuk memastikan keterbandingan dan keandalan informasi keuangan konsolidasian.
2. Divestasi Bahana Mitra Investa: Pada April 2025, Badan Pengelola Investasi (BPI) Danantara menyampaikan arahan untuk menunjuk anak perusahaan IFG, yaitu PT Bahana Mitra Investa, sebagai calon perusahaan *Holding* investasi. IFG memberikan asistensi hukum dan mempersiapkan aksi korporasi divestasi untuk mengalihkan kepemilikan saham perusahaan tersebut.
1. Implementation of the New Accounting Standard (PSAK 117) In 2025, IFG fully implemented Statement of Financial Accounting Standards (PSAK) 117 on Insurance Contracts across all Holding Members operating in the insurance sector. The implementation of this new standard required the restatement of the 2024 financial statements to ensure the comparability and reliability of consolidated financial information.
2. Divestment of Bahana Mitra Investa In April 2025, the Investment Management Agency (BPI) Danantara issued a directive to designate IFG's subsidiary, PT Bahana Mitra Investa, as a prospective investment holding company. IFG provided legal assistance and prepared the corporate action for the divestment to transfer ownership of the company's shares.



VISI, MISI, DAN BUDAYA PERUSAHAAN [OJK C.1]

VISION, MISSION, AND CORPORATE CULTURE [OJK C.1]

VISI | VISION

“Untuk Menjadi Salah Satu Mitra Bidang Keuangan yang Paling Bernilai dan Disegani”

“To Become One of the Most Valuable & Respected Financial Partner”

MISI | MISSION

1. Memberikan jaminan perlindungan dasar dan kemudahan usaha kepada masyarakat dalam rangka meningkatkan kesejahteraan sosial dan taraf hidup bangsa di seluruh wilayah dalam kerangka negara kesatuan.
 2. Memberikan pelayanan berkualitas, solusi inovatif dan terintegrasi melalui SDM yang kompeten dan produk yang *accessible* dalam menjawab kebutuhan nasabah dan meningkatkan nilai pemegang saham.
 3. Menjalankan usaha yang *sustainable* dengan menjunjung nilai-nilai tata kelola perusahaan yang baik dengan berlandaskan sinergi dan prinsip *Utmost Good Faith*.
1. Providing fundamental protection and business accessibility to support social welfare and improve quality of life across all regions within the framework of a unified nation.
 2. Delivering high-quality, innovative, and integrated solutions through competent human capital and accessible products to meet customer needs and enhance shareholder value.
 3. Conducting sustainable business practices by upholding good corporate governance, synergy, and the principle of utmost good faith.

REVIU VISI DAN MISI PERUSAHAAN OLEH MANAJEMEN KUNCI

Visi dan Misi Perusahaan senantiasa ditinjau secara berkala dengan melibatkan Direksi, Dewan Komisaris dan jajaran manajemen lainnya untuk memastikan relevansinya dengan perkembangan bisnis Perusahaan. Visi dan Misi Perusahaan saat ini yang telah disetujui dan ditandatangani oleh Direksi dan Dewan Komisaris sebagaimana tertuang dalam RKAP 2026[HA7.1][HA7.2] yang telah disahkan oleh Menteri BUMN selaku RUPS melalui surat nomor 98 tahun 2026 dan nomor SK.014/PS.DAM/I/2026 tanggal 30 Januari 2026 perihal Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 PT Bahana Pembinaan Usaha Indonesia (Persero).

REVIEW OF COMPANY VISION AND MISSION BY KEY MANAGEMENT

The Company's vision and mission are regularly reviewed with the involvement of the Board of Directors, Board of Commissioners, and other management to ensure their relevance to the Company's business development. The Company's current Vision and Mission, which have been approved and signed by the Board of Directors and the Board of Commissioners as set forth in the 2026 Corporate Work Plan and Budget (RKAP)[HA7.1][HA7.2], have been ratified by the Minister of State-Owned Enterprises in his capacity as the General Meeting of Shareholders via Letter No. 98 of 2026 and Decree No. SK.014/PS. DAM/I/2026 dated January 30, 2026, regarding the Ratification of the 2026 Corporate Work Plan and Budget (RKAP) of PT Bahana Pembinaan Usaha Indonesia (Persero).

TUJUAN PERUSAHAAN

Sebagai Perusahaan BUMN *Holding* Asuransi, Penjaminan, dan Investasi, Perseroan memiliki 3 (tiga) objektif utama, yaitu:

1. Meningkatkan Bisnis Non-Asuransi Jiwa
Saat ini, perusahaan non-asuransi jiwa terbesar yang memberikan pengaruh terhadap keseimbangan kondisi di Industri, praktik terbaik dan potensi sinergi dengan perusahaan BUMN lainnya.
 - a. Menjaga keseimbangan Industri dengan mitra-mitra bisnis (mis. bank, *dealers*, penyedia layanan Kesehatan) untuk memastikan praktik bisnis yang lebih berkelanjutan;
 - b. Menyediakan arahan yang strategis termasuk fokus pada bisnis, *cross-selling*, *shared-services*, dan infrastruktur; dan
 - c. Manajemen risiko yang kuat dan berdasarkan prinsip kehati-hatian.
2. Transformasi Bisnis Asuransi Jiwa
Menciptakan salah satu perusahaan asuransi jiwa terbesar di Indonesia dengan memetamorfosiskan perusahaan asuransi tertua di Indonesia.
 - a. Konsep "*Bridge Bank*": Perusahaan asuransi jiwa yang baru untuk mengambil alih portofolio yang direstrukturisasi;
 - b. Restrukturisasi yang masif untuk membuat portofolio yang sehat;
 - c. Didorong oleh dukungan signifikan dari pemerintah termasuk PMN, konsesi ke pasar *captive*, dan lain-lain; dan
 - d. Bisnis baru termasuk kerja sama dengan BUMN, membuat *platform* kesehatan yang baru, dan institusi pemerintahan.
3. Agen Pengembangan
Menciptakan sebuah model yang berkelanjutan sebagai agen pengembangan untuk mendukung program pemerintah.
 - a. Mengembangkan sebuah model yang berkelanjutan untuk mendukung Program Pemulihan Ekonomi Nasional (PEN) yang melibatkan Jamkrindo dan Askrindo;
 - b. Menyediakan penjaminan kredit untuk KUR (Kredit Usaha Rakyat) dan UMKM (bisnis mikro dan kecil); dan
 - c. Memastikan Jamkrindo dan Askrindo tidak terekspos risiko kredit yang berlebihan.

COMPANY'S OBJECTIVES

As an Insurance, Guarantee, and Investment Holding Company, the Company has 3 (three) main objectives, among others:

1. Increase Non-Life Insurance Business
Currently, the Company is the largest non-life insurance company that has an influence on the balance of conditions in the industry, best practices and potential synergies with other state-owned enterprises.
 - a. Maintain a balance of Industry with business partners (e.g. banks, dealers, healthcare providers) to ensure more sustainable business practices;
 - b. Provide strategic direction including focus on business, cross-selling, shared-services, and infrastructure; and
 - c. Strong and prudent risk management.
2. Life Insurance Business Transformation
Creating one of the largest life insurance companies in Indonesia by metamorphosing the oldest insurance company in Indonesia.
 - a. "Bridge Bank" concept: A new life insurance company to take over the restructured portfolio;
 - b. Massive restructuring to create a healthy portfolio;
 - c. Driven by significant support from the government including State Equity Participation (PMN), concessions to captive markets, etc; and
 - d. New business including cooperation with SOEs, creating new healthcare platforms, and government institutions.
3. Development Agent
Create a sustainable model as a development agent to support government programs.
 - a. Develop a sustainable model to support the National Economic Recovery (PEN) Program involving Jamkrindo and Askrindo;
 - b. Provide credit guarantees for KUR (People's Business Credit) and MSMEs (micro, small, and medium enterprises);
 - c. Ensure Jamkrindo and Askrindo are not exposed to excessive credit risk.

SIKAP DASAR DAN BUDAYA PERUSAHAAN

IFG sebagai bagian dari Badan Usaha Milik Negara (BUMN), telah menerapkan nilai budaya AKHLAK sebagai penyempurnaan dari budaya perusahaan, yaitu Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif, sebagaimana arahan Kementerian BUMN melalui Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 tentang Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia Badan Usaha Milik Negara tanggal 1 Juli 2020 dan Surat Keputusan Direksi Indonesia Financial Group No. 042/SK-DIR/CORP/BPUI/IX/2020 tentang Penetapan Nilai-Nilai Utama (*Core Values*) Indonesia Financial Group tanggal 29 September 2020.

BASIC ATTITUDE AND CORPORATE CULTURE

IFG, as part of the State-Owned Enterprises (SOEs) sector, has implemented the AKHLAK cultural values as an enhancement of its corporate culture, namely Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative, in accordance with the guidance from the Ministry of SOEs through the Minister of SOEs' Circular Letter No. SE-7/MBU/07/2020 concerning the Core Values of Human Resources in State-Owned Enterprises dated July 1, 2020, and the Indonesia Financial Group Board of Directors' Decree No. 042/SK-DIR/CORP/BPUI/IX/2020 concerning the Establishment of the Core Values of Indonesia Financial Group dated September 29, 2020.

AKHLAK

Amanah Trustworthy

Kami memegang teguh kepercayaan yang diberikan dengan memenuhi janji dan komitmen, bertanggung jawab atas tugas, keputusan dan tindakan yang dilakukan serta berpegang teguh kepada nilai moral dan etika.
The Company upholds the trust given by fulfilling promises and commitments, being responsible for the tasks, decisions and actions taken and adhering to moral and ethical values

Kompeten Competent

Kami terus belajar dan mengembangkan kapabilitas dengan meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah, membantu orang lain belajar dan menyelesaikan tugas dengan kualitas terbaik.
The Company continues to learn and develop its capabilities by improving competence to respond to ever-changing challenges, helping others learn and completing assignments with the best quality

Harmonis Harmonious

Kami terus meningkatkan rasa saling peduli dan menghargai perbedaan yang ada apapun latar belakangnya serta selalu berkeinginan untuk menolong sesama dan juga membangun lingkungan kerja yang kondusif.
The Company continues to increase mutual care and respect for differences regardless of background and always want to support others and also build a conducive work environment.

Loyal Loyal

Kami akan terus berdedikasi dan mengutamakan kepentingan bangsa dan negara dengan cara menjaga nama baik karyawan, pimpinan, BUMN dan Negara. Rela berkorban untuk mencapai tujuan yang lebih besar dan juga menjunjung tinggi rasa patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan juga etika.
The Company will continue to be dedicated and prioritize the interests of the nation and state by maintaining the good name of employees, leaders, BUMN and the State. The Company is willing to sacrifice to achieve a bigger goal and also uphold a sense of obedience to the leadership as long as it does not conflict with the law and ethics.

Adaptif Adaptive

Kami akan terus berinovasi dan juga dengan antusias menggerakkan ataupun menghadapi perubahan yang terjadi dengan menyesuaikan diri untuk menjadi lebih baik, terus-menerus melakukan perbaikan dengan mengikuti perkembangan teknologi dan bertindak proaktif.
The Company will continue to innovate and also enthusiastically drive or face changes that occur by adapting to be better, to continuously make improvements by following technological developments and acting proactively.

Kolaboratif Collaborative

Kami terus membangun kerja sama yang sinergis dengan cara memberikan kesempatan kepada pihak untuk berkontribusi, terbuka dalam bekerja sama untuk menghasilkan nilai tambah dan juga menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.
The Company continues to build synergistic cooperation by providing opportunities for parties to contribute, being open to working together to generate added value and also mobilizing the use of various resources for common goals.

BIDANG USAHA, PRODUK, DAN JASA [OJK C.4][GRI 2-6]

BUSINESS SECTOR, PRODUCTS, AND SERVICES [OJK C.4][GRI 2-6]

KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR

Berdasarkan Anggaran Dasar Perusahaan yang tercantum dalam Akta No. 25 Tanggal 4 April 2024 disebutkan bahwa maksud dan tujuan perusahaan adalah untuk melaksanakan kegiatan sebagai perusahaan *Holding* di bidang keuangan dan investasi serta konsultasi manajemen untuk kepentingan perusahaan afiliasi atau pihak lain termasuk UMKM, dan optimalisasi pemanfaatan sumber daya Perusahaan berdasarkan prinsip tata kelola perusahaan yang baik.

KEGIATAN USAHA YANG DIJALANKAN

Sebagai BUMN *Holding* Asuransi, Penjaminan, dan Investasi saat ini memiliki 11 (sebelas) anak perusahaan, yang terdiri dari 5 (lima) anak perusahaan yang bergerak di bidang asuransi dan penjaminan dan 5 (lima) anak perusahaan yang bergerak di bidang keuangan dan pasar modal, serta 1 (satu) anak perusahaan di bidang non keuangan. Melalui 11 (sebelas) anak perusahaannya, IFG melakukan kegiatan usaha di bidang asuransi, penjaminan, modal ventura, sekuritas, manajer investasi, penasihat investasi, konsultan keuangan dan konsultan manajemen, serta usaha jasa-jasa keuangan lainnya termasuk pada usaha pengelolaan gedung perkantoran.

Kegiatan usaha yang dijalankan Perseroan melalui 11 (sebelas) Anggota *Holding* secara rinci adalah sebagai berikut:

Kegiatan Usaha Business Activities	Telah/Belum Dijalankan Implemented/Not Implemented	Keterangan Description
Jasa Keuangan dan Pasar Modal Financial Services and Capital Markets	√	Telah dijalankan melalui PT Bahana Sekuritas (BS), PT Bahana TCW Investment Management (BTIM), PT Bahana Artha Ventura (BAV), PT Bahana Kapital Investa (BKI), dan PT Bahana Mitra Investa (BMI). Implemented through PT Bahana Sekuritas (BS), PT Bahana TCW Investment Management (BTIM), PT Bahana Artha Ventura (BAV), PT Bahana Kapital Investa (BKI), and PT Bahana Mitra Investa (BMI).
Asuransi Umum dan Reasuransi General Insurance and Reinsurance	√	Telah dijalankan melalui PT Asuransi Kerugian Jasa Raharja (Jasa Raharja), PT Asuransi Jasa Indonesia (Jasindo) dan PT Asuransi Kredit Indonesia (Askrindo). Implemented through PT Asuransi Kerugian Jasa Raharja (Jasa Raharja), PT Asuransi Jasa Indonesia (Jasindo) and PT Asuransi Kredit Indonesia (Askrindo).
Penjaminan Guarantee	√	Telah dijalankan melalui PT Jaminan Kredit Indonesia (Jamkrindo). Implemented through PT Jaminan Kredit Indonesia (Jamkrindo).
Asuransi Jiwa dan Kesehatan Life and Health Insurance	√	Telah dijalankan melalui PT Asuransi Jiwa IFG (IFG Life). Implemented through PT IFG Life Insurance (IFG Life).
Jasa Keuangan Non Keuangan Non-Financial Services	√	PT Grahaniaga Tatautama (GNTU)

√ = telah dijalankan / x = belum dijalankan
√ = has been implemented / x = has not been implemented

BUSINESS ACTIVITIES BASED ON ARTICLES OF ASSOCIATION

Based on the Company's Articles of Association as stated in Deed No. 25 Dated April 4, 2024, states that the purpose and objective of the company is to perform activities as a Holding company in the field of finance and investment as well as management consulting for the benefit of affiliated companies or other parties including MSMEs, and optimizing the utilization of the Company's resources based on the principles of good corporate governance.

BUSINESS ACTIVITIES

As a state-owned holding company in the insurance, guarantee, and investment sectors, IFG currently has 11 (eleven) subsidiaries, consisting of 5 (five) subsidiaries engaged in insurance and guarantees, 5 (five) subsidiaries engaged in finance and capital markets, and 1 (one) subsidiary in the non-financial sector. Through its 11 (eleven) subsidiaries, IFG conducts business activities in the fields of insurance, guarantees, venture capital, securities, investment management, investment advisory, financial consulting, and management consulting, as well as other financial services, including office building management.

The business activities operated by the Company through its 11 (eleven) Holding company subsidiaries are detailed as follows:

PRODUK DAN LAYANAN [OJK C.4]

PRODUCTS AND SERVICES [OJK C.4]

Per 31 Desember 2025 produk dan layanan IFG melalui 11 (sebelas) Anggota *Holding* terdiri dari:

As of December 31, 2025 IFG products and services through 11 (eleven) Holding Members consist of:

Jenis Produk dan Layanan Type of Products and Services	Keterangan Description
Produk Product(s)	
Reksa Dana Mutual Fund	Melalui PT Bahana TCW Investment Management (BTIM), IFG memiliki beragam produk Reksadana baik Reksadana Pasar Uang, Reksadana Pendapatan Tetap, Reksadana Ekuitas, Reksadana Campuran, Reksadana Index, Reksadana Terproteksi, Reksadana Penyertaan Terbatas/Investasi Alternatif, dan KPD. Through PT Bahana TCW Investment Management (BTIM), IFG has a variety of Mutual Fund products including Money Market Mutual Funds, Fixed Income Mutual Funds, Equity Mutual Funds, Balanced Mutual Funds, Index Mutual Funds, Protected Mutual Funds, Limited Participation/ Alternative Investment Funds, and Fund Management Contract (KPD).
Pendanaan Ultra Mikro Ultra Micro Funding	BAV sebagai <i>agent of Development</i> UMKM menyalurkan program UMi Pusat Investasi Pemerintah (PIP) kepada koperasi untuk mendukung pengusaha mikro. BAV as an agent of Development MSME channels the UMi program of the Government Investment Center (PIP) to Cooperatives to support micro entrepreneurs.
Pendanaan PMVD Regional Venture Capital Company (PMVD) Fund	Melalui Anggota <i>Holding</i> Perusahaan Modal Ventura Daerah (PMVD) yang tersebar di 25 provinsi di Indonesia, maka BAV memperkuat jaringan kerja dan memperluas basis UMKM yang ada di setiap daerah. Through its Regional Venture Capital Company (PMVD) Holding Member that spread across 25 provinces in Indonesia, BAV can strengthen its network and expand the base of MSMEs in each region.
Pendanaan PMVJP Short-term Venture Capital Company (PMVJP) Fund	PMVJP merupakan pembiayaan Anjak Piutang/ <i>Invoice Financing</i> yaitu jasa pengalihan piutang (hak tagih) jangka pendek yang dimiliki oleh Nasabah kepada BAV. Short-term Venture Capital Company (PMVJP) is Factoring/ <i>Invoice Financing</i> , which is short-term receivables transfer service owned by the Customer to BAV.
Layanan Services	
Asuransi dan Penjaminan Insurance and Guarantee	- Jamkrindo: Penjaminan Konsumtif, Penjaminan Produktif, KUR, PEN dan <i>Suretyship</i> - Askrindo: KUR, AKK, AKM, Askredag, <i>Surety</i>, KBG, Asuransi Umum, LC/SKBDN dan PEN - Jasindo: <i>Cargo, Aviation, M.Hull, Offshore, Onshore, Fire, Engineering, Motor, Satellite, Public Liability, Accidental & Health, Credit, Suretyship</i> dan <i>Miscellaneous</i> - Jasa Raharja: Iuran Wajib dan Sumbangan Wajib - Jamkrindo: Consumptive Guarantee, Productive Guarantee, People's Bussiness Credit (KUR), PEN and <i>Suretyship</i> - Askrindo: People's Bussiness Credit (KUR), AKK, AKM, Trade Credit Insurance (Askredag), <i>Surety</i>, KBG, General Insurance, LC/SKBDN and PEN - Jasindo: <i>Cargo, Aviation, Marine Hull, Offshore, Onshore, Fire, Engineering, Motor, Satellite, Public Liability, Accidental & Health, Credit, Suretyship</i> and <i>Miscellaneous</i> - Jasa Raharja: Compulsory Premium and Compulsory Contribution
Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) Brokerage Services for trading equity securities (shares)	Bahana Sekuritas (BS) memiliki izin sebagai Perantara Pedagang Efek dengan strategi meningkatkan volume transaksi untuk memperbesar <i>market shares</i> dan untuk meningkatkan pendapatan usaha. Bahana Sekuritas (BS) is licensed as a Broker-Dealer with a strategy to increase transaction volume to enlarge market shares and to increase business income.
Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) Debt and Sukuk Securities (EBUS) Trading Brokerage Services	Bahana Sekuritas (BS) memiliki layanan Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS). Hal ini selaras dengan penetapan POJK No. 9/POJK.04/2019 tentang Perantara Pedagang Efek untuk Efek Bersifat Utang dan Sukuk Bahana Sekuritas (BS) has Debt and Sukuk Securities Brokerage Services (EBUS). This is in line with the stipulation of POJK No. 9/POJK.04/2019 concerning Broker-Dealers for Debt Securities and Sukuk
Penjamin Emisi Efek Underwriter	Bahana Sekuritas (BS) melakukan penjaminan emisi efek untuk saham dan utang. Bahana Sekuritas (BS) underwrites securities for shares and debt.

Jenis Produk dan Layanan

Type of Products and Services

Keterangan

Description

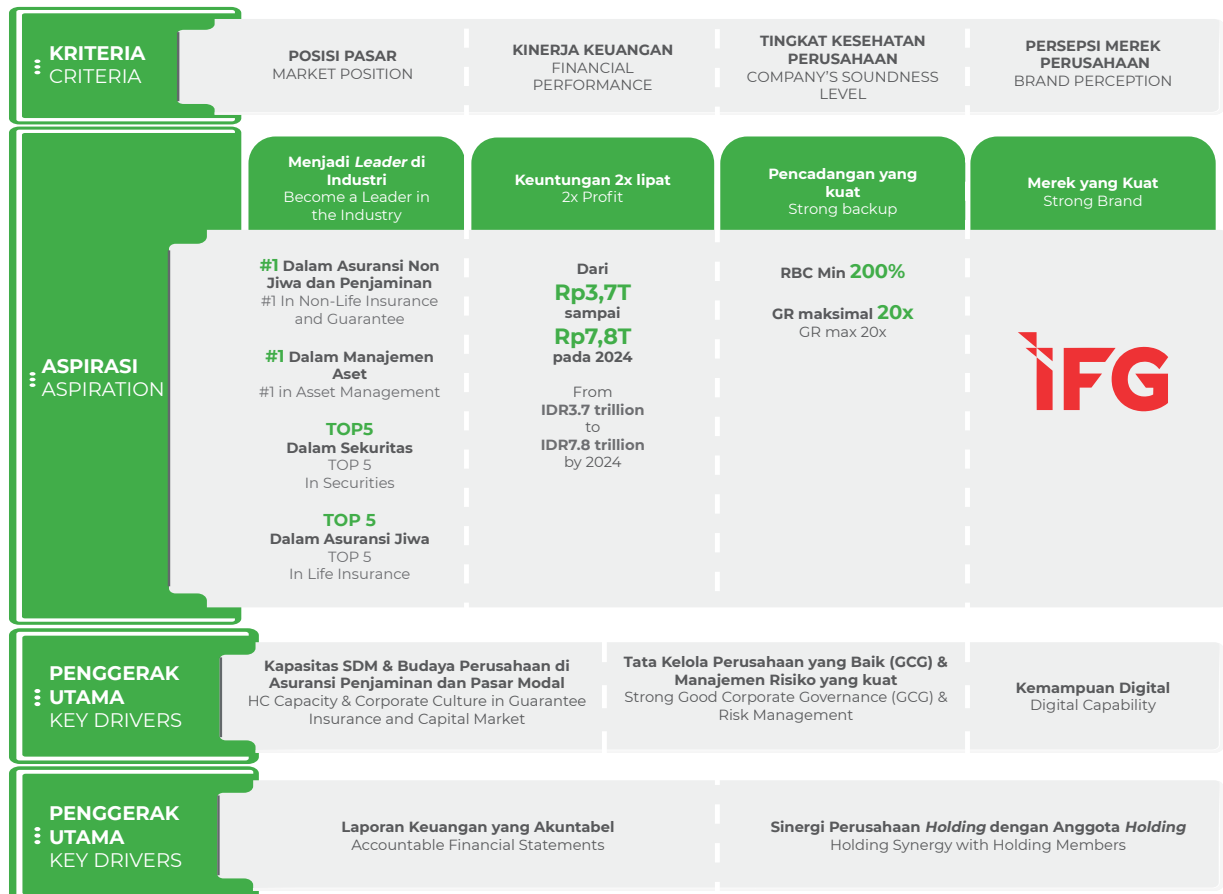
Penasihat Keuangan Financial Advisor	PT Bahana Kapital Investa (BKI) merupakan Anggota <i>Holding</i> PT Bahana Pembinaan Usaha Indonesia yang bergerak di bidang investasi dan jasa penasihat keuangan (<i>financial advisory</i>) dan sudah berdiri sejak tahun 1993 dengan nama PT Bahana Mitra Usaha. Seiring perkembangannya, BKI memiliki layanan jasa konsultasi meliputi <i>Feasibility Study</i>, <i>Merger and Acquisition</i>, <i>Divestment</i>, <i>Capital Raising</i>, <i>Debt Restructuring</i>, <i>Alliance & Joint Venture</i>, <i>Risk Management</i>, dan <i>Leverage Buyout</i>. PT Bahana Kapital Investa (BKI) is a member of the PT Bahana Pembinaan Usaha Indonesia holding company, which operates in the fields of investment and financial advisory services. It was established in 1993 under the name PT Bahana Mitra Usaha. Along with its development, BKI has consulting services including Feasibility Study, Merger and Acquisition, Divestment, Capital Raising, Debt Restructuring, Alliance & Joint Venture, Risk Management, and Leverage Buyout.
Manajemen Aset Asset Management	BTIM mendapatkan pendapatan usaha yang bersumber dari kegiatan utama perusahaan adalah pendapatan usaha yang dihasilkan dari jasa pengelolaan produk investasi yang dikelola perusahaan. Prinsip pengelolaan risiko yang berhati-hati (<i>prudent</i>) dan ketaatan terhadap peraturan telah melekat dan dijalankan oleh seluruh insan BTIM dalam praktik pengelolaan perusahaan dan portofolio secara berkesinambungan. BTIM derives its operating income from its main business activities, namely income generated from investment management services provided by the company. The principles of prudent risk management and regulatory compliance have been embedded and implemented by all BTIM people in the practice of managing the company and portfolio on an ongoing basis.
Investasi dan Manajemen Properti Property Investment and Management	PT Grahaniaga Tatautama (GNTU) merupakan pemilik dan pengelola Gedung Graha CIMB yang merupakan <i>landmark</i> Jalan Sudirman dan telah memperoleh Sertifikasi <i>Green Building</i> sejak tahun 2015. PT Grahaniaga Tatautama (GNTU) is the owner and manager of Graha CIMB Building which is a landmark of Jalan Sudirman and has obtained Green Building Certification since 2015.
Jasa Keuangan Non Bank dan Investasi Non-Bank Financial Services and Investment	BMI bergerak di bidang jasa keuangan non bank dan investasi, BMI pada tahun buku 2022 tidak melakukan kegiatan usaha atau dalam kondisi <i>dormant</i>. BMI is engaged in non-bank financial services and investment, BMI in the fiscal year 2022 does not conduct business activities or is in a dormant condition.

KOMPETENSI INTI

IFG memiliki kompetensi inti sebagai penyedia solusi yang berkualitas bagi pelanggannya. Setiap produk dan jasa yang dibuat oleh Perseroan adalah solusi terhadap kebutuhan pelanggan dan diberikan dalam kualitas yang tinggi secara konsisten.

CORE COMPETENCIES

IFG has a core competency as a provider of quality solutions to its customers. Every product and service made by the Company is a solution to customer needs and is delivered in consistently high quality.



JARINGAN BISNIS DAN WILAYAH OPERASI [GRI 2-6]

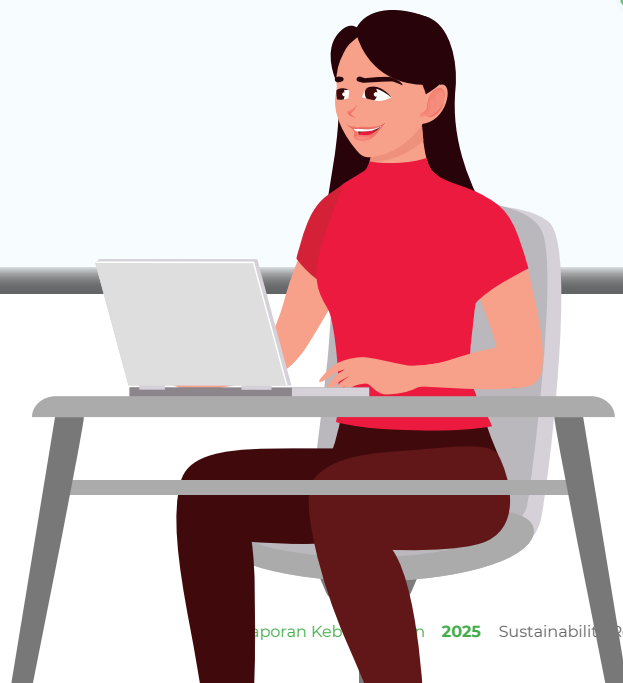
BUSINESS NETWORK AND OPERATION AREA [GRI 2-6]

Hingga akhir tahun 2025, IFG beserta 11 (sebelas) Anggota *Holding* beroperasi di seluruh wilayah Indonesia.

By the end of 2025, IFG and its 11 (eleven) Holding Members operate throughout Indonesia.



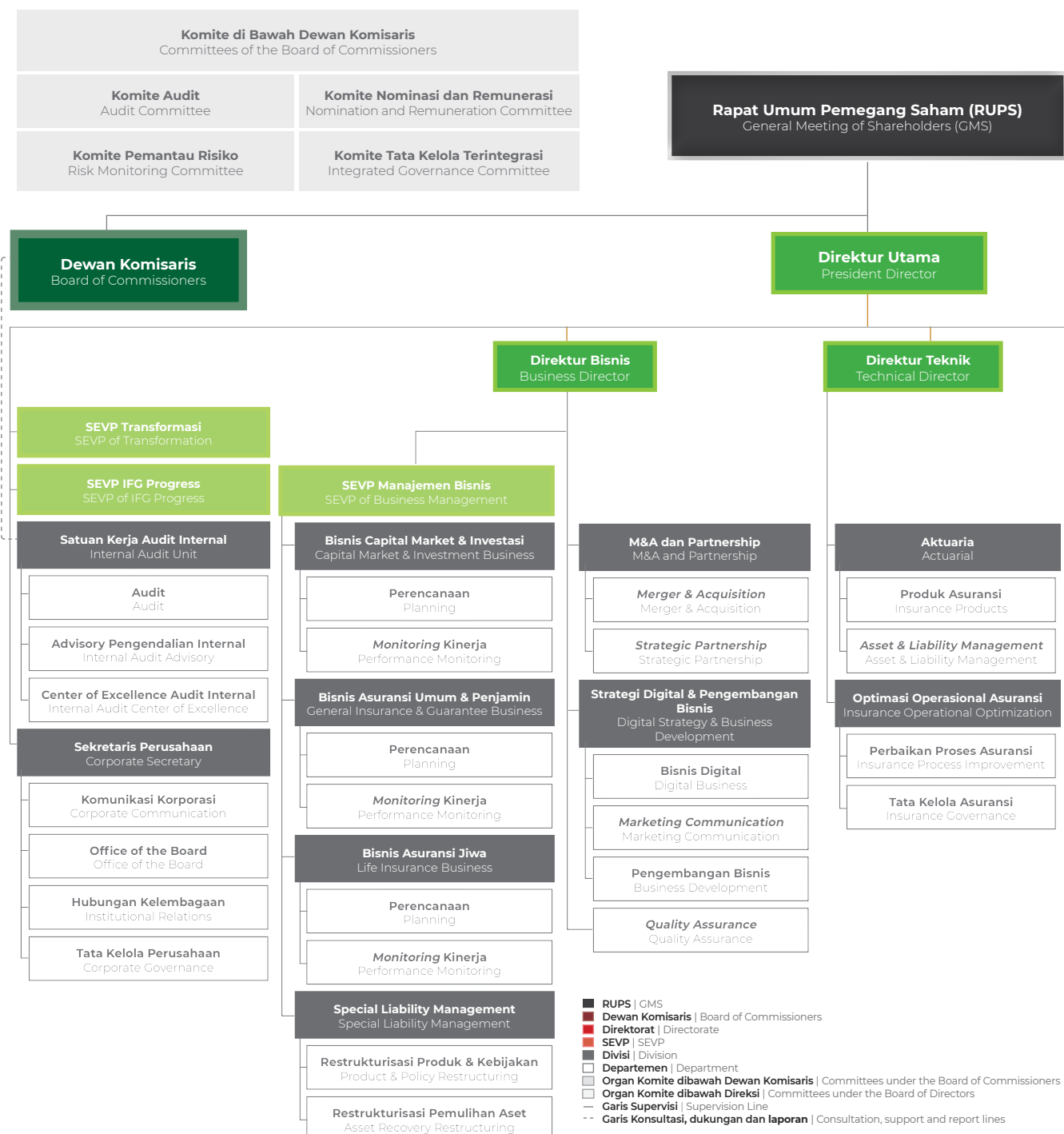
Seluruh Wilayah Indonesia
All Regions in Indonesia



STRUKTUR ORGANISASI

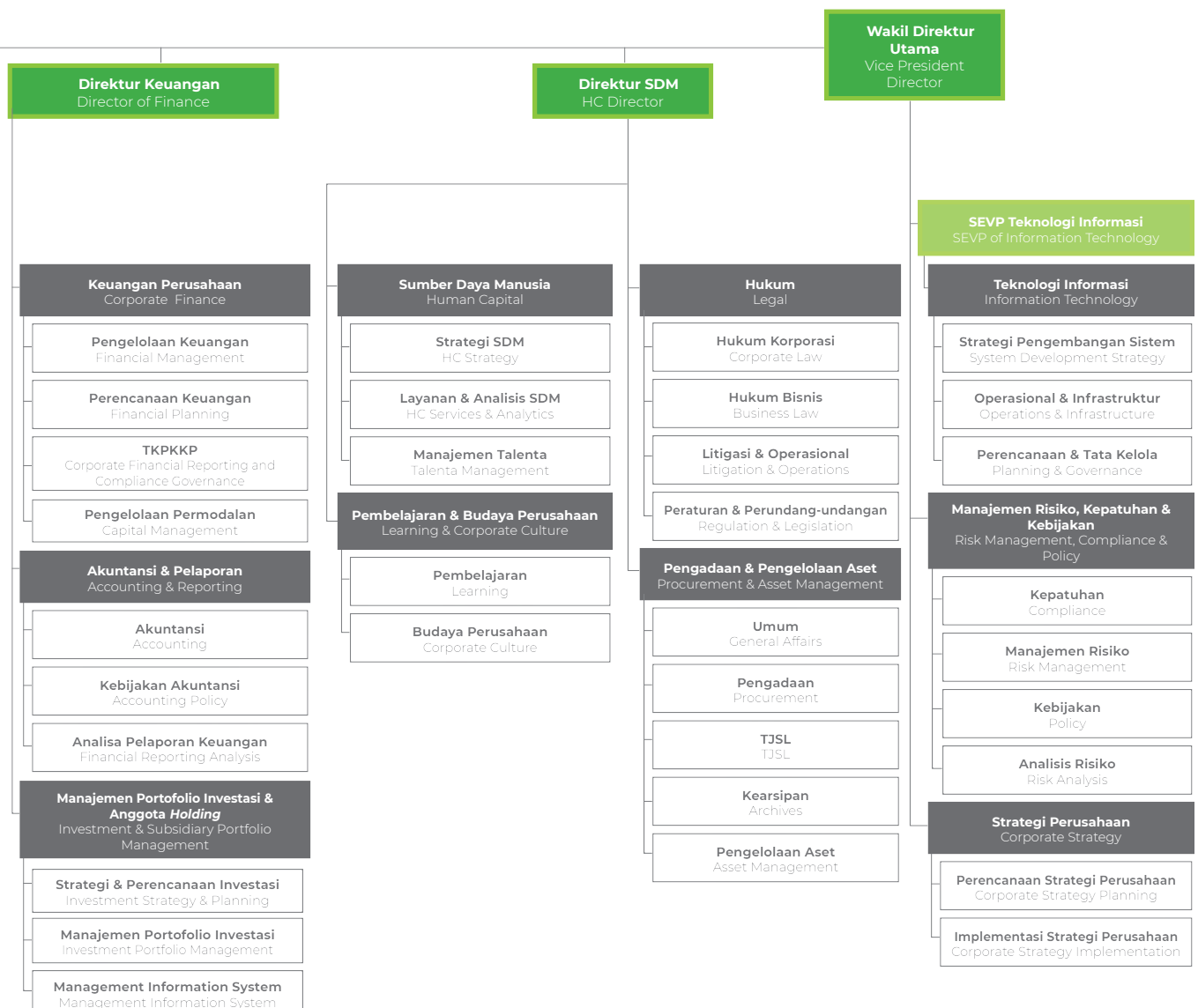
ORGANIZATIONAL STRUCTURE

Struktur organisasi IFG disusun dan ditetapkan berdasarkan pertimbangan arah dan tujuan pengembangan korporasi, efektivitas pengelolaan korporasi, alur kerja yang efektif serta proses kontrol yang seimbang sehingga memberikan dukungan optimal kepada arah tujuan Perusahaan. Struktur organisasi Perusahaan telah disahkan melalui Surat Keputusan Direksi IFG No.15 Tahun 2024 tentang Kebijakan Struktur Organisasi. Adapun struktur organisasi Perusahaan dapat dilihat sebagai berikut:



IFG's organizational structure is prepared and determined based on consideration of the direction and objectives of corporate development, effectiveness of corporate management, effective workflow and balanced control processes so as to provide optimal support to the direction of the Company's goals. The Company's organizational structure has been approved through IFG Board of Directors' Decree No. 15 of 2024 on Organizational Structure Policy. The organizational structure of the Company is as follow:

Komite di Bawah Direksi Committee under the Board of Directors		
Komite Manajemen Risiko Risk Management Committee	Komite Manajemen Risiko Terintegrasi Integrated Risk Management Committee	Komite Pengarah Teknologi Informasi Information Technology Steering Committee
Komite SDM HC Committee	Komite Talenta Talent Committee	Komite TJSL TJSL Committee
Komite BDHC CMI BDHC CMI Committee	Product Committee Holding	Komite Investasi Investment Committee



STRUKTUR GROUP IFG

GROUP STRUCTURE OF IFG



Asuransi dan Penjaminan Insurance and Guarantee



Pasar Modal dan Investasi Capital Markets and Investments



ALAMAT KANTOR PUSAT DAN ENTITAS ANAK [OJK C.2]

ADDRESS OF HEAD OFFICE AND SUBSIDIARIES [OJK C.2]

KANTOR PUSAT HEAD OFFICE

Graha CIMB Niaga, Lantai 18 | Graha CIMB Niaga, 18th Floor
Jl. Jendral Sudirman Kav. 58
RT.5/RW.3, Senayan, Kebayoran Baru
Kota Jakarta Selatan, DKI Jakarta 12190 | South Jakarta, DKI Jakarta 12190
Telp. | Phone: +62 21 2505080
Surel | Email: cs@ifg.id
Situs web | Website: www.ifg.id

ALAMAT ENTITAS ANAK ADDRESS OF SUBSIDIARIES

PT Asuransi Kerugian Jasa Raharja

Jl. HR. Rasuna Said Kav. C-2, Kuningan, Jakarta 12920
Telp | Phone: +6281210500500
Fax: +62 21 522084
Surel/E-mail: pusat@jasaraharja.co.id
Web: www.jasaraharja.co.id

PT Grahaniaga Tatautama

Graha CIMB Niaga Lantai B1 | Graha CIMB Niaga Floor B1
Jl. Jend. Sudirman Kav. 58, Jakarta 12190 Indonesia
Telp | Phone: +62 21 2505250
Fax: +62 21 2505150
Web: www.grahaniaga.co.id

PT Jaminan Kredit Indonesia

Gedung Jamkrindo
Jl. Angkasa Blok B-9 Kav.6 Kota Baru, Bandar Kemayoran,
Jakarta Pusat 10610, Indonesia | Central Jakarta 10610,
Indonesia
Telp: +62 21 6540335
Surel/E-mail: contact@jamkrindo.co.id
Web: www.jamkrindo.co.id

PT Bahana Artha Ventura

KMO Building
Suite 701, Lt.7 | Suite 701, 7th floor
Jl. Kyai Maja No.1
Gunung, Kebayoran - Jakarta Selatan 12120
Telp | Phone: +62 21 7918 2688
Web : www.bahanaventura.com

PT Asuransi Kredit Indonesia

Graha Askrindo
Jl. Angkasa Blok B-9, Kavling No. 8 Kota Baru Bandar
Kemayoran
Jakarta 10610 - Indonesia.
Telp | Phone: +62 21 6546471-72
Fax: +62 21 6546483-84
Surel/E-mail: askrindo@askrindo.co.id
Web: www.askrindo.co.id

PT Bahana Sekuritas

Graha CIMB Niaga, lantai 19 | Graha CIMB Niaga, 19th Floor
Jl Jendral Sudirman Kav. 58 Jakarta 12190, Indonesia
Telp | Phone: +62 21 250 5678
Fax: +62 21 250 5087
Surel: cs@bahana.co.id
Web: www.bahanasekuritas.id

PT Asuransi Jasa Indonesia

Graha Jasindo
Jalan Menteng Raya No.21, Jakarta Pusat 10340 | Jalan
Menteng Raya No. 21, Central Jakarta 10340
Telp | Phone: +62 21 3924737
Contact Center : 1500-073
Surel/E-mail: contactcenter@asuransijasindo.co.id
Web : www.jasindo.co.id

PT Bahana Kapital Investa

Graha CIMB Niaga, Lantai 23 | Graha CIMB Niaga, 23rd Floor
Jl. Jend. Sudirman Kav. 58, Jakarta 12190 - Indonesia
Telp | Phone: +62 21 2505080
Surel/E-mail: adminbki@bahana.co.id
Web: www.bahanakapitalinvesta.id

PT Bahana TCW Investment Management

Graha CIMB Niaga, Lantai 21 | Graha CIMB Niaga, 21st Floor
Jl. Jend. Sudirman, Kav 58, Jakarta 12190 - Indonesia
Telp | Phone: +62 21 250 5585
Surel/E-mail: support.bahanatcw@bahana.co.id
Web: www.link.bahanatcw.com

PT Asuransi Jiwa IFG

Graha CIMB Niaga Lt. 5 dan 6 | Graha CIMB Niaga 5th and
6th floor
Jl. Jend. Sudirman Kav.58 Jakarta - 12190
Telp | Phone: 1500 176
Web : www.ifg-life.id

PT Bahana Mitra Investa

Graha CIMB Niaga Lantai 18 | Graha CIMB Niaga 18th Floor
Jl. Jend. Sudirman Kav. 58, Jakarta 12190 Indonesia
Telp | Phone: +62 21 2505250
Fax: +62 21 5225909
Web: www.bahana.co.id

INFORMASI TENTANG KARYAWAN

[OJK C.3][GRI 2-7]

INFORMATION ABOUT EMPLOYEES

[OJK C.3][GRI 2-7]

Karyawan merupakan penggerak utama sekaligus garda terdepan bagi IFG dalam memberikan layanan prima kepada seluruh pemangku kepentingan. Per 31 Desember 2025, jumlah karyawan Perusahaan tercatat sebanyak 275 orang, mengalami penurunan sebanyak 33 orang atau 10,71% dibandingkan posisi tahun 2024 yang berjumlah 308 orang. Adapun rincian komposisi karyawan berdasarkan status, jenis kelamin, usia, tingkat pendidikan, serta level organisasi disajikan secara komprehensif pada tabel-tabel berikut:

Employees are the key drivers of IFG and serve at the forefront of delivering excellent service to all stakeholders. As of December 31, 2025, the Company had a total of 275 employees, a decrease of 33 employees or 10.71% compared with 308 employees in 2024. A comprehensive breakdown of employee composition by employment status, gender, age, education level, and organizational level is presented in the following tables:

Komposisi Karyawan Berdasarkan Status dan Jenis Kelamin
Employee Composition by Employment Status and Gender

Status Kepegawaian Employment Status	2025				2024				2023			
	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)
Karyawan Tetap Permanent Employee	146	115	261	94,91	163	128	291	94,48	151	126	277	92,33
Karyawan Kontrak Contract Employee	8	6	14	5,09	10	7	17	5,52	13	10	23	7,66
Jumlah Total	154	121	275	100,00	173	135	308	100,00	164	136	300	100,00

Komposisi Karyawan Berdasarkan Jenis Kelamin
Employee Composition by Gender

Gender/Jenis Kelamin Gender	2025		2024		2023	
	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)	Jumlah Total	Persentase Percentage (%)
Laki-laki Male	154	56	173	56,17	164	54,67
Perempuan Female	121	44	135	43,83	136	45,33
Jumlah Total	275	100	308	100,00	300	100,00

Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin
Employee Composition by Age and Gender

Rentang Usia Age Group	2025				2024				2023			
	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)
> 55 tahun > 55 years old	5	2	7	2,55	3	2	5	1,62	5	1	6	2,00
51 – 55 tahun 51 - 55 years old	10	4	14	5,09	12	3	14	4,55	8	4	12	4,00

Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin Employee Composition by Age and Gender

Rentang Usia Age Group	2025				2024				2023			
	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)
46 – 50 tahun 46 - 50 years old	14	5	19	6,91	13	4	18	5,84	13	5	18	6,00
41 – 45 tahun 41 - 45 years old	16	13	29	10,55	20	15	34	11,04	15	11	26	8,67
36 – 40 tahun 36 - 40 years old	28	14	42	15,27	23	15	38	12,34	21	20	41	13,67
31 – 35 tahun 31 - 35 years old	50	29	79	28,73	50	27	77	25,00	37	24	61	20,33
26 – 30 tahun 26 - 30 years old	25	46	70	25,45	42	60	103	33,44	50	46	96	32,00
21 – 25 tahun 21 - 25 years old	6	8	14	5,09	9	10	19	6,17	15	24	39	13,00
< 20 tahun < 20 years old	0	0	0	0,00	0	0	0	0,00	0	0	0	0,00
Jumlah Total	154	121	275	100,00	172	136	308	100,00	164	136	300	100,00

Komposisi Karyawan Berdasarkan Jenjang Pendidikan dan Jenis Kelamin Employee Composition by Education Level and Gender

Jenjang Pendidikan Education Level	2025				2024				2023			
	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)
>Strata 2 > Master's Degree	46	24	70	25,46	52	27	79	25,32	49	28	77	25,67
Strata 1 Bachelor's Degree	105	92	197	71,64	116	105	221	71,75	111	103	214	71,67
Diploma 3	0	4	4	1,45	0	3	3	1,29	0	3	3	1,00
<Diploma 3	3	1	4	1,45	4	1	5	1,62	4	1	5	1,67
Jumlah Total	154	121	275	100,00	172	136	308	100,00	136	164	300	100,00

L = Laki-laki / P = Perempuan
M = Male / F = Female

Komposisi Karyawan Berdasarkan Jenjang Jabatan dan Jenis Kelamin Employee Composition by Position Level and Gender

Jenjang Jabatan Position Level	2025				2024				2023			
	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)
Senior Management	17	6	23	8,36	17	8	25	8,12	19	11	30	10,00
Middle Management	29	17	46	16,73	39	20	59	19,15	28	15	43	14,33
Officer	76	51	127	46,18	82	63	145	47,08	80	60	140	46,67
Staff	29	47	76	27,64	30	45	75	24,35	33	50	87	27,67
Non-Staff	3	0	3	1,09	4	0	4	1,30	4	0	4	1,30
Jumlah Total	154	121	275	100,00	172	136	308	100,00	164	136	300	100,00

Pekerja yang Bukan Pekerja Langsung [GRI 2-8]

Di luar kategori di atas, Perseroan memiliki pekerja yang bukan pekerja langsung, yaitu mereka yang melakukan pekerjaan untuk IFG tetapi tidak memiliki hubungan kerja langsung dengan IFG. Pekerja tersebut mencakup pekerja alih daya serta pekerja magang. Informasi tentang pekerja yang bukan pekerja langsung disajikan dalam tabel berikut:

Workers Who Are Not Employees [GRI 2-8]

In addition to the categories listed above, the Company has workers who are not direct employees—that is, those who perform work for IFG but do not have a direct employment relationship with IFG. These workers include outsourced workers and interns. Information about workers who are not direct employees is presented in the following table:

Komposisi Pekerja yang Bukan Pekerja Langsung Composition of Workers Who Are Not Employees

Masa Kerja Length of Service	2025				2024				2023			
	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)	L M	P F	Jumlah Total	Persentase Percentage (%)
Pekerja alih daya Outsourced Workers	38	13	51	33,33	39	15	54	72,22	34	13	47	51,09
Pekerja magang Interns	43	59	102	66,67	23	43	56	27,78	14	31	45	48,91
Jumlah Total	81	72	153	100,00	62	58	110	100,00	48	44	92	100,00



SKALA PERUSAHAAN [OJK C.3]

COMPANY SCALE [OJK C.3]

Deskripsi Description	Satuan Unit	2025	2024	2023
Jumlah Karyawan Total Employees	Orang People	275	308	300
Pendapatan asuransi Insurance Revenue	Miliar Rupiah Billion IDR	19.609	19.427	28.088**
Jumlah Liabilitas Total Liabilities	Miliar Rupiah Billion IDR	90.550	95.957*	103.195*
Jumlah Ekuitas Total Equity	Miliar Rupiah Billion IDR	42.042	35.923*	32.313*
Jumlah Aset Total Asset	Miliar Rupiah Billion IDR	131.144	130.118*	133.721*
Laba Bersih Tahun Berjalan Net Profit for the Year	Miliar Rupiah Billion IDR	5.507	3.609*	2.339
Jumlah Produk dan Jasa yang Ditawarkan Number of Products and Services Offered	Jumlah Produk/Jasa Number of Products/ Services	4 Produk - Reksa Dana - Pendanaan Ultra Mikro - Pendanaan PMVD - Pendanaan PMVJP	4 Produk - Reksa Dana - Pendanaan Ultra Mikro - Pendanaan PMVD - Pendanaan PMVJP	4 Produk - Reksa Dana - Pendanaan Ultra Mikro - Pendanaan PMVD - Pendanaan PMVJP
		7 Layanan: - Asuransi dan Penjaminan - Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) - Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) - Penjamin Emisi Efek - Penasihat Keuangan - Manajemen Aset - Investasi dan Manajemen Properti	7 Layanan: - Asuransi dan Penjaminan - Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) - Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) - Penjamin Emisi Efek - Penasihat Keuangan - Manajemen Aset - Investasi dan Manajemen Properti	7 Layanan: - Asuransi dan Penjaminan - Jasa Perantara Perdagangan Efek bersifat ekuitas (saham) - Jasa Perantara Perdagangan Efek bersifat Utang dan Sukuk (EBUS) - Penjamin Emisi Efek - Penasihat Keuangan - Manajemen Aset - Investasi dan Manajemen Properti
Jumlah Produk dan Jasa yang Ditawarkan Number of Products and Services Offered	Jumlah Produk/Jasa Number of Products/ Services	4 Products - Mutual Fund - Ultra Micro Funding - Regional Venture Capital Company (PMVD) Fund - Short-term Venture Capital Company (PMVJP) Fund	4 Products - Mutual Fund - Ultra Micro Funding - Regional Venture Capital Company (PMVD) Fund - Short-term Venture Capital Company (PMVJP) Fund	4 Products - Mutual Fund - Ultra Micro Funding - Regional Venture Capital Company (PMVD) Fund - Short-term Venture Capital Company (PMVJP) Fund
		7 Services: - Insurance and Guarantee - Brokerage Services for trading equity securities (shares) - Debt and Sukuk Securities (EBUS) Trading Brokerage Services - Underwriter - Financial Advisor - Asset Management - Property Investment and Management	7 Services: - Insurance and Guarantee - Brokerage Services for trading equity securities (shares) - Debt and Sukuk Securities (EBUS) Trading Brokerage Services - Underwriter - Financial Advisor - Asset Management - Property Investment and Management	7 Services: - Insurance and Guarantee - Brokerage Services for trading equity securities (shares) - Debt and Sukuk Securities (EBUS) Trading Brokerage Services - Underwriter - Financial Advisor - Asset Management - Property Investment and Management

Deskripsi Description	Satuan Unit	2025	2024	2023
Jumlah total operasi Total Number of Operations	Kantor Pusat/ Entitas Induk Head Office/ Parent Entity	1	1	1
	Kantor Entitas Anak Subsidiaries Offices	11	11	11
Persentase kepemilikan saham Percentage of share ownership	Persen Percent	- Pemerintah Republik Indonesia-0,001% - PT Danantara Asset Management - 99,999% - Government of Republic of Indonesia - 0.001% - PT Danantara Asset Management - 99.999%	100% Dimiliki oleh Negara Republik Indonesia 100% Owned by Republic of Indonesia	100% Dimiliki oleh Negara Republik Indonesia 100% Owned by Republic of Indonesia

*disajikan kembali sebagai kepatuhan terhadap implementasi PSAK 117

**Jumlah Pendapatan *Underwriting* Bersih (data sebelum penerapan PSAK 117)

*restated to comply with the implementation of PSAK 117

**Underwriting Income - Net (data prior to the implementation of PSAK 117)

HUBUNGAN INDUSTRIAL

INDUSTRIAL RELATIONS

Upaya membangun hubungan industrial yang harmonis dengan karyawan senantiasa menjadi komitmen Indonesia Financial Group (IFG). Komitmen tersebut dijalankan sesuai ketentuan Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, yang telah diperbarui melalui Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang.

Sebagai wujud pemenuhan hak dan kewajiban antara Perseroan dengan karyawan, IFG melakukan pemutakhiran Peraturan Perusahaan IFG Periode 2022–2025 yang mulai diberlakukan sejak 7 Desember 2022 sesuai peraturan perundang-undangan yang berlaku. Selain itu, pada tahun yang sama Perseroan juga memperpanjang masa berlaku Peraturan Perusahaan Anggota *Holding Bidang Capital Market* dan Investasi, sekaligus menyelaraskannya dengan Peraturan Perusahaan IFG Periode 2022–2025.

Selaras dengan pembaruan Peraturan Perusahaan IFG, Direksi turut menerbitkan Surat Keputusan Direksi IFG Nomor 75 Tahun 2022 tentang Kebijakan Tata Cara Pemberian Hukuman atas Pelanggaran Disiplin Karyawan. Kebijakan ini disusun untuk mengatur mekanisme pemberian sanksi disiplin yang berlandaskan prinsip keadilan, transparansi, dan akuntabilitas. Surat keputusan tersebut antara lain mengatur jenis dan masa berlaku hukuman, tata cara pemberian sanksi, hingga mekanisme pengakhiran hubungan kerja karyawan.

Komitmen IFG dalam menjaga hubungan industrial yang kondusif menghasilkan capaian positif, yang tercermin dari tidak adanya sengketa perburuhan yang dibawa maupun diselesaikan melalui Pengadilan Hubungan Industrial. Kondisi ini terbangun melalui kebijakan Perseroan yang memberikan ruang seluas-luasnya bagi karyawan untuk menyampaikan aspirasi melalui komunikasi yang terbuka dan konstruktif antara karyawan dengan manajemen.

Building harmonious industrial relations with employees remains an ongoing commitment of Indonesia Financial Group (IFG). This commitment is implemented in accordance with Law No. 13 of 2003 concerning Manpower, as amended by Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation into Law.

As part of fulfilling the respective rights and obligations of the Company and its employees, IFG updated the IFG Company Regulations for the 2022–2025 Period, which came into effect on December 7, 2022 in accordance with applicable laws and regulations. In the same year, the Company also extended the validity period of the Company Regulations for Holding Members in the Capital Market and Investment sectors and aligned them with the IFG Company Regulations for the 2022–2025 Period.

In line with the update to the IFG Company Regulations, the Board of Directors also issued IFG Board of Directors Decree No. 75 of 2022 concerning the Policy on Procedures for Imposing Disciplinary Sanctions for Employee Misconduct. The policy was established to regulate the mechanism for imposing disciplinary sanctions based on the principles of fairness, transparency, and accountability. The decree regulates the types and validity periods of disciplinary sanctions, procedures for imposing sanctions, and mechanisms for termination of employment.

IFG's commitment to maintaining conducive industrial relations has yielded positive results, as reflected in the absence of labor disputes brought before or resolved through the Industrial Relations Court. This condition has been fostered through the Company's policy of providing employees with ample opportunities to express their aspirations through open and constructive communication between employees and management.

RANTAI PASOKAN [GRI 2-6]

SUPPLY CHAIN [GRI 2-6]

Pelaksanaan pengadaan barang dan jasa di IFG berpedoman pada regulasi yang ditetapkan oleh Kementerian Badan Usaha Milik Negara, termasuk mengacu pada Peraturan Menteri BUMN Republik Indonesia Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN. Tujuan pengadaan barang dan jasa di Perseroan di antaranya menghasilkan barang dan jasa yang tepat kualitas, jumlah, waktu, biaya, lokasi, dan penyedia; mendukung penciptaan nilai tambah bagi BUMN; meningkatkan efisiensi; meningkatkan penggunaan produksi dalam negeri; meningkatkan peran pelaku usaha nasional termasuk Usaha Mikro dan Usaha Kecil; serta meningkatkan sinergi antar BUMN, Anak Perusahaan BUMN, dan/atau Perusahaan Terafiliasi BUMN.

Berdasarkan regulasi di atas, pengadaan barang dan jasa di IFG menerapkan prinsip-prinsip: [GRI 3-3]

1. Efisien, berarti Pengadaan Barang dan Jasa harus diusahakan untuk mendapatkan hasil yang optimal dan terbaik dalam waktu yang cepat dengan menggunakan dana dan kemampuan seoptimal mungkin secara wajar dan bukan hanya didasarkan pada harga terendah. Untuk Pengadaan Barang dan Jasa strategis yang memiliki nilai yang signifikan dapat dilakukan pendekatan total *cost of ownership* (TCO);
2. Efektif, berarti Pengadaan Barang dan Jasa harus sesuai dengan kebutuhan yang telah ditetapkan dan memberikan manfaat yang sebesar-besarnya sesuai dengan sasaran yang ditetapkan;
3. Kompetitif, berarti Pengadaan Barang dan Jasa harus terbuka bagi Penyedia Barang dan Jasa yang memenuhi persyaratan dan dilakukan melalui persaingan yang sehat di antara Penyedia Barang dan Jasa yang setara dan memenuhi syarat/kriteria tertentu berdasarkan ketentuan dan prosedur yang jelas dan transparan;
4. Transparan, berarti semua ketentuan dan informasi mengenai Pengadaan Barang dan Jasa, termasuk syarat teknis administrasi pengadaan, tata cara evaluasi, hasil evaluasi, penetapan calon Penyedia Barang dan Jasa, sifatnya terbuka bagi peserta Penyedia Barang dan Jasa yang berminat;
5. Adil dan wajar, berarti memberikan perlakuan yang sama bagi semua calon Penyedia Barang dan Jasa yang memenuhi syarat;
6. Terbuka, berarti pengadaan Barang dan Jasa dapat diikuti oleh semua Penyedia Barang dan Jasa yang memenuhi syarat; dan

The procurement of goods and services at IFG is conducted in accordance with regulations stipulated by the Ministry of State-Owned Enterprises, including Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The objectives of the Company's procurement of goods and services include obtaining goods and services of the appropriate quality, quantity, timing, cost, location, and from the appropriate providers; supporting the creation of added value for SOEs; improving efficiency; increasing the use of domestically produced goods and services; enhancing the role of national business actors, including Micro and Small Enterprises; and strengthening synergies among SOEs, SOE Subsidiaries, and/or SOE Affiliated Companies.

In accordance with the above regulation, the procurement of goods and services at IFG applies the following principles:

[GRI 3-3]

1. Efficient, meaning that the Procurement of Goods and Services shall seek to achieve optimal and best results within a short period of time by utilizing funds and capabilities as optimally and reasonably as possible, rather than being based solely on the lowest price. For strategic Procurement of Goods and Services involving significant value, a total cost of ownership (TCO) approach may be applied;
2. Effective, meaning that the Procurement of Goods and Services shall correspond to the established needs and provide the greatest possible benefits in accordance with the established objectives;
3. Competitive, meaning that the Procurement of Goods and Services shall be open to Goods and Services Providers that meet the requirements and shall be conducted through fair competition among equivalent Goods and Services Providers that meet certain requirements/criteria based on clear and transparent provisions and procedures;
4. Transparent, meaning that all provisions and information concerning the Procurement of Goods and Services, including technical and administrative procurement requirements, evaluation procedures, evaluation results, and the selection of prospective Goods and Services Providers, shall be open to interested Goods and Services Provider participants;
5. Fair and Reasonable, meaning providing equal treatment to all prospective Goods and Services Providers that meet the requirements;
6. Open, meaning that the Procurement of Goods and Services may be participated in by all Goods and Services Providers that meet the requirements; and

7. Akuntabel, berarti harus mencapai sasaran dan dapat dipertanggungjawabkan sehingga menjauhkan dan potensi penyalahgunaan dan penyimpangan

Cuna meminimalkan potensi benturan kepentingan, pengadaan barang dan jasa di IFG berpedoman pada standar operasional dan prosedur yang diatur dalam Surat Keputusan Direksi Nomor 62 Tahun 2022 tanggal 12 Oktober 2022 tentang Kebijakan Pengadaan Barang dan/atau Jasa. Selain itu, Perseroan menerapkan proses pengadaan sesuai standar tata kelola korporat dengan menjunjung prinsip keterbukaan, efisiensi biaya, kompetitif, dan *fairness*, selaras dengan peraturan perundang-undangan yang berlaku.

Selaras dengan kebijakan di atas, pengadaan barang dan jasa di IFG senantiasa mengutamakan serta memberdayakan pemasok lokal, yakni pemasok yang secara geografis berlokasi di Indonesia, yang meliputi BUMN, Anak Perusahaan BUMN, dan/atau Perusahaan Terafiliasi BUMN, sektor swasta, maupun pelaku UMKM. Melalui pemberdayaan ini, pemasok lokal diharapkan semakin maju dan berkembang sehingga pada akhirnya turut memperkuat perekonomian nasional. Di samping itu, Perseroan juga menjalin kerja sama dengan pemasok asing atau internasional yang berlokasi di luar Indonesia. Kemitraan dengan pemasok asing dilakukan apabila kebutuhan barang dan jasa IFG belum dapat dipenuhi oleh pemasok lokal atau berdasarkan pertimbangan tertentu.

Sejalan dengan prinsip pengadaan tersebut, berikut daftar pemasok barang dan jasa yang bekerja sama dengan Perseroan beserta nilai kontraknya selama tahun 2025.

[GRI 204-1]

7. Accountable, meaning that the Procurement of Goods and Services shall achieve its objectives and be accountable, thereby preventing potential abuse and irregularities.

To minimize potential conflicts of interest, the procurement of goods and services at IFG is guided by operating standards and procedures stipulated in Board of Directors Decree No. 62 of 2022 dated October 12, 2022 concerning the Policy on the Procurement of Goods and/or Services. In addition, the Company conducts its procurement process in accordance with corporate governance standards by upholding the principles of transparency, cost efficiency, competitiveness, and fairness, in line with applicable laws and regulations.

In line with the above policy, the procurement of goods and services at IFG consistently prioritizes and empowers local suppliers, defined as suppliers geographically located in Indonesia, including SOEs, SOE Subsidiaries and/or SOE Affiliated Companies, private-sector businesses, and MSMEs. Through this empowerment, local suppliers are expected to continue to advance and develop, ultimately contributing to the strengthening of the national economy. In addition, the Company also engages foreign or international suppliers located outside Indonesia. Partnerships with foreign suppliers are established when IFG's requirements for goods and services cannot be fulfilled by local suppliers or based on certain considerations.

In line with these procurement principles, the following presents the list of goods and services suppliers engaged by the Company, together with their contract values during 2025. [GRI 204-1]

Jumlah Pemasok Barang Number of Goods Suppliers

Keterangan Description	Jumlah Pemasok Barang Number of Goods Suppliers			Nilai Kontrak Pekerjaan (Rupiah) Contract Value (Rupiah)		
	2025	2024	2023	2025	2024	2023
Lokal (Indonesia) Local (Indonesia)	7	9	25	5.724.686.231	5.525.529.791	7.589.910.074
Asing (Internasional) Foreign (International)	-	-	-	-	-	-
Jumlah Total	7	9	25	5.724.686.231	5.525.529.791	7.589.910.074

Jumlah Pemasok Jasa Number of Services Suppliers

Keterangan Description	Jumlah Pemasok Jasa Number of Services Suppliers			Nilai Kontrak Pekerjaan (Rupiah) Contract Value (Rupiah)		
	2025	2024	2023	2025	2024	2023
Lokal (Indonesia) Local (Indonesia)	135	158	124	180.250.939.414	280.262.187.454	279.111.365.080
Asing (Internasional) Foreign (International)	-	-	-	-	-	-
Jumlah Total	135	158	124	180.250.939.414	280.262.187.454	279.111.365.080

PERUBAHAN SIGNIFIKAN PADA PERUSAHAAN

[OJK C.6][GRI 2-6]

SIGNIFICANT CHANGES IN THE COMPANY [OJK C.6][GRI 2-6]

Pada tahun 2025, terdapat perubahan signifikan pada operasional IFG antara lain kepemilikan saham pada tahun 2024 adalah 100% dimiliki oleh Negara Republik Indonesia, sedangkan per 31 Desember 2025, kepemilikan saham IFG terdiri dari Pemerintah Republik Indonesia dengan 1 lembar Saham Dwiwarna Seri A dengan persentase sebesar 0,001%, dan PT Danantara Aset Management pemegang saham 93.719.536 lembar Saham Seri B dengan persentase sebesar 99,999%.

Sementara itu, pada rantai pasokan terjadi perubahan berupa pengurangan jumlah pemasok dari 167 pemasok barang dan jasa pada tahun 2024 menjadi 142 pemasok pada tahun 2025. Perubahan tersebut diikuti dengan penurunan nilai kontrak dari Rp285,79 miliar pada tahun 2024 menjadi Rp185,98 miliar pada tahun 2025. Perubahan dan penyesuaian tersebut turut memengaruhi upaya IFG untuk mewujudkan target-target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025.

In 2025, there were significant changes to IFG's operations, including changes in share ownership. In 2024, 100% of IFG's shares were owned by the Government of the Republic of Indonesia, whereas as of December 31, 2025, IFG's share ownership comprised the Government of the Republic of Indonesia, which held one Series A Dwiwarna share representing 0.001% ownership, and PT Danantara Asset Management, which held 93,719,536 Series B shares representing 99.999% ownership.

Meanwhile, changes in the supply chain included decrease in the number of suppliers, from 167 goods and services suppliers in 2024 to 142 suppliers in 2025. This change was accompanied by an decrease in the total contract value, from IDR 285.79 billion in 2024 to IDR 185.98 in 2025. These changes and adjustments also affected IFG's efforts to achieve the targets established in the 2025 Corporate Work Plan and Budget (RKAP).

KEANGGOTAAN ASOSIASI

[OJK C.5][GRI 2-28]

ASSOCIATION MEMBERSHIP

[OJK C.5][GRI 2-28]

IFG tergabung dalam berbagai asosiasi dan perhimpunan yang bergerak di bidang perasuransian dan penjaminan. Keikutsertaan tersebut memungkinkan Perseroan untuk terus mengikuti perkembangan isu-isu terkini, sekaligus berkontribusi melalui pemberian masukan dan saran guna mendorong kemajuan bersama. Adapun asosiasi dan perhimpunan yang diikuti IFG sepanjang tahun 2025 adalah sebagai berikut:

IFG is a member of various associations and organizations operating in the insurance and guarantee sectors. This participation enables the Company to continuously follow developments on current issues, while also contributing through feedback and suggestions to promote mutual progress. The associations and organizations in which IFG participated throughout 2025 are as follows:

Nama Name	Skala Scale	Jabatan (Anggota/Pengurus) Position (Member/Manager)
Forum Hukum BUMN Forum Hukum BUMN (SOE Legal Forum)	Nasional National	Anggota Member
Forum Humas BUMN Forum Humas BUMN (SOE Public Relations Forum)	Nasional National	I Gede Suhendra (Wakil Ketua Internal Komunikasi FHBUMN) (Vice Chair of Internal Communications, FHBUMN)
Forum Human Capital Indonesia BUMN Indonesian SOE Human Capital Forum	Nasional National	Anggota Member
Forum Komunikasi Satuan Pengawas Internal Internal Audit Communication Forum	Nasional National	Anggota Member
Forum Manajemen Risiko BUMN SOE Risk Management Forum	Nasional National	Anggota Member
Srikandi BUMN Srikandi BUMN	Nasional National	Anggota Member
Forum TJSL TJSL Forum	Nasional National	Anggota Member

PENGHARGAAN DAN SERTIFIKASI

AWARDS AND CERTIFICATIONS

IFG menegaskan komitmennya untuk senantiasa patuh terhadap regulasi serta mengadopsi standar baku internasional di sektor asuransi dan penjaminan, baik dari sisi tata kelola maupun praktik bisnis. Komitmen ini diperkuat dengan kepemilikan berbagai sertifikasi dari lembaga nasional dan internasional yang kredibel. Sebagai bentuk pengakuan atas dedikasi tersebut, sepanjang tahun 2025, IFG berhasil meraih sejumlah penghargaan yang merefleksikan keunggulan Perusahaan dalam aspek GCG, performa ekonomi, serta tanggung jawab terhadap lingkungan dan sosial, sebagaimana dirinci berikut ini:

IFG reaffirms its commitment to consistently comply with regulations and adopt international standards in the insurance and guarantee sectors, both in terms of governance and business practices. This commitment is reinforced by the Company's possession of various certifications from credible national and international institutions. In recognition of this dedication, throughout 2025, IFG successfully received a number of awards that reflect the Company's excellence in corporate governance, economic performance, and environmental and social responsibility, as detailed below:

Sertifikasi Certification

Tanggal Date	Nama Sertifikasi Certification Name	Diberikan oleh Given by	Berlaku Hingga Valid Until
23 Desember 2024 December 23, 2024	Certificate of Registration Anti-Bribery Management System - ISO 37001:2016	The British Standards Institution (BSI)	11 November 2027 November 11, 2027
18 Agustus 2022 August 18, 2022	IT Capability Level 3.32 - COBIT 2019	PT Mitratex Konsultan - COBIT 2019	-
14 Februari 2023 February 14, 2023	Quality Management System - ISO 9001:2015	The British Standards Institution (BSI)	13 Februari 2026 February 13, 2026
26 Desember 2024 December 26, 2024	Sertifikat Sistem Manajemen Keamanan Informasi ISO 27001:2024 ISO 27001 Information Security Management System Certificate: 2024	PT TUV SUD Indonesia	25 Desember 2027 December 25, 2027

Penghargaan Awards

Tanggal Date	Nama Penghargaan Awards Name	Diberikan Oleh Awarded by
November 2025 November 2025	ESG Appreciation 2025	B Universe
Februari 2025 February 2025	Public Relations Indonesia Award (PRIA) 2025	PR Indonesia Group
September 2025 September 2025	Fortune Indonesia Award	Fortune Indonesia
Desember 2025 December 2025	Disway Award 2025 - Anugerah Brand Populer Indonesia Disway Award 2025 - Indonesia's Popular Brand Awards	Disway National Network
Agustus 2025 August 2025	Industry Award 2025 - Indonesia Best Insurance Industry for Enhancing Operational Governance and Supporting Industrial Group	Warta Ekonomi Group
Desember 2025 December 2025	Anugerah Pikiran Rakyat Media Network 2025 (Innovative Brand Category) Pikiran Rakyat Media Network Awards 2025 (Innovative Brand Category)	Pikiran Rakyat Media Network
April 2025 April 2025	Anugerah Pewarta Foto Indonesia Pewarta Foto Awards (Indonesian Photojournalist Awards)	Pewarta Foto Indonesia (PFI)
Mei 2025 May 2025	Anugerah Digital Media Award (IDMA) 2025 - Bronze Winner Indonesia Digital Media Award (IDMA) 2025 - Bronze Winner	Serikat Perusahaan Pers (SPS) Serikat Perusahaan Pers (SPS)/ Press Companies Association (SPS)
Desember 2025 December 2025	Indeks Integritas Bisnis Lestari (INSTAR) - Tempo Data Science Sustainable Business Integrity Index (INSTAR) - Tempo Data Science	Media Tempo
September 2025 September 2025	Nusantara International Choir Folk Festival - Gold Medal	Otoritas Ibu Kota Nusantara (IKN) The National Capital City (IKN) Authority



TATA KELOLA KEBERLANJUTAN

Sustainability
Governance



04



IFG terus memperkuat penerapan GCG secara adaptif, konsisten, dan berkelanjutan di tengah dinamika usaha. Penerapan GCG mendukung penguatan pengendalian, pengelolaan risiko, daya saing, dan penciptaan nilai bagi pemangku kepentingan. IFG continues to strengthen the adaptive, consistent, and sustainable implementation of GCG amid business dynamics. The implementation of GCG supports the strengthening of controls, risk management, competitiveness, and value creation for stakeholders.

TATA KELOLA KEBERLANJUTAN

SUSTAINABILITY GOVERNANCE

KOMITMEN PENERAPAN GCG

Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) menjadi fondasi penting bagi IFG dalam menjalankan seluruh aktivitas usahanya. Dengan memahami pentingnya peran tersebut, Perseroan mengimplementasikan prinsip-prinsip GCG secara menyeluruh pada setiap lini organisasi. Penerapan GCG menjadi pedoman untuk menjaga arah operasional IFG agar tetap berjalan sesuai koridor yang ditetapkan, meminimalkan risiko mismanajemen, serta meningkatkan efisiensi dan akuntabilitas dalam pencapaian target kinerja.

Sejalan dengan perkembangan lingkungan usaha yang semakin dinamis, IFG terus berupaya mengimplementasikan GCG secara adaptif dan berkelanjutan. Dalam proses penyesuaian tersebut, dukungan dari para pemegang saham dan pemangku kepentingan, baik internal maupun eksternal, menjadi faktor penting bagi IFG untuk memastikan praktik GCG yang dijalankan tetap relevan dan efektif. Perseroan meyakini bahwa semakin kuat penerapan prinsip-prinsip GCG, semakin besar pula kemampuan IFG dalam meningkatkan daya saing serta menjaga keberlanjutan kinerjanya di tengah tantangan bisnis yang terus berkembang.

Komitmen terhadap pencapaian visi dan misi perusahaan diwujudkan melalui penerapan GCG yang konsisten dan berkesinambungan. Praktik tersebut tidak hanya menciptakan keseimbangan dalam mekanisme pengendalian perusahaan, tetapi juga berperan dalam mengurangi risiko kesalahan pengelolaan serta mendorong terciptanya nilai tambah yang optimal bagi seluruh pemangku kepentingan.

Sebagai acuan dalam menjalankan tata kelola perusahaan, IFG berpedoman pada berbagai ketentuan hukum dan regulasi yang berlaku. Kerangka tersebut antara lain mencakup Undang-Undang tentang Perseroan Terbatas, Pedoman Umum GCG di Indonesia yang diterbitkan oleh Komite Nasional Kebijakan Governansi (KNKG), serta Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Tidak hanya berfungsi sebagai dasar dalam penyelenggaraan operasional perusahaan, implementasi GCG di lingkungan Perseroan sebagai bagian dari Badan Usaha Milik Negara di Indonesia juga diarahkan untuk:

1. mengoptimalkan nilai BUMN agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan BUMN;

COMMITMENT TO GCG IMPLEMENTATION

The implementation of Good Corporate Governance (GCG) serves as an important foundation for IFG in carrying out all of its business activities. Recognizing the importance of this role, the Company implements GCG principles comprehensively across all levels of the organization. GCG implementation serves as a guideline for ensuring that IFG's operations remain aligned with the established framework, minimizing the risk of mismanagement, and enhancing efficiency and accountability in achieving performance targets.

In line with an increasingly dynamic business environment, IFG continues to implement GCG in an adaptive and sustainable manner. As part of this process, support from shareholders and stakeholders, both internal and external, is an important factor in ensuring that IFG's GCG practices remain relevant and effective. The Company believes that stronger implementation of GCG principles will further enhance IFG's ability to strengthen its competitiveness and maintain sustainable performance amid evolving business challenges.

The commitment to achieving the Company's vision and mission is demonstrated through the consistent and continuous implementation of GCG. These practices not only create balance within the Company's control mechanisms but also help mitigate the risk of mismanagement and promote the creation of optimal added value for all stakeholders.

As a reference for implementing corporate governance, IFG adheres to various applicable laws and regulations. This framework includes the Law on Limited Liability Companies, the General Guidelines for Good Corporate Governance in Indonesia issued by the National Committee on Governance Policy (KNKG), and Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

In addition to serving as the basis for the Company's operations, the implementation of GCG within the Company, as part of Indonesia's State-Owned Enterprises, is also aimed at:

1. optimizing the value of SOEs to ensure strong competitiveness, both nationally and internationally, thereby enabling them to maintain their existence and operate sustainably in achieving the purposes and objectives of SOEs;

2. mendorong pengelolaan BUMN secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Persero/Organ Perum;
3. mendorong agar Organ Persero/Organ Perum dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap ketentuan peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial BUMN terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar BUMN;
4. meningkatkan kontribusi BUMN dalam perekonomian nasional; dan
5. meningkatkan iklim yang kondusif bagi kembangan investasi nasional.

PRINSIP-PRINSIP GOOD CORPORATE GOVERNANCE (GCG)

Dalam menjalankan roda bisnisnya, IFG berkomitmen penuh untuk menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) secara menyeluruh di setiap lini bisnis dan jenjang organisasi. Lima pilar utama GCG yaitu Keterbukaan, Akuntabilitas, Pertanggungjawaban, Kemandirian, serta Kesetaraan dan Kewajaran, menjadi fondasi utama dalam menjaga keberlanjutan usaha (*sustainability*) dengan menyelaraskan kepentingan seluruh pemangku kepentingan (*stakeholders*).

Merujuk pada Keputusan Bersama Dewan Komisaris dan Direksi No. 09/SK-DEKOM/BPUI/XII/2021 dan No. 060/SK-Dir/CORP/BPUI/XII/2021 tentang Pedoman Tata Kelola Perusahaan yang Baik pada Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia, berikut rincian prinsip GCG yang diterapkan Perseroan:

1. Keterbukaan (*Transparency*)
Transparansi adalah keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi material dan relevan mengenai BPUI dan Anggota *Holding*.
2. Akuntabilitas (*Accountability*)
Akuntabilitas adalah kejelasan fungsi, pelaksanaan, dan pertanggungjawaban Organ Perseroan dan Anggota *Holding* sehingga pengelolaan Perseroan dapat terlaksana secara efektif.
3. Pertanggungjawaban (*Responsibility*)
Pertanggungjawaban adalah kesesuaian dalam pengelolaan BPUI dan Anggota *Holding* terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat
4. Kemandirian (*Independency*)
Kemandirian adalah keadaan BPUI dan Anggota *Holding* yang dikelola secara profesional tanpa benturan kepentingan dan pengaruh atau tekanan dari pihak mana pun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.
5. Kewajaran (*Fairness*)
Kewajaran adalah keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan (*stakeholders*) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku.

PRINCIPLES OF GOOD CORPORATE GOVERNANCE (GCG)

In conducting its business activities, IFG is fully committed to implementing Good Corporate Governance (GCG) principles comprehensively across all business lines and organizational levels. The five main pillars of GCG (Transparency, Accountability, Responsibility, Independence, and Fairness) serve as the key foundation for maintaining business sustainability by aligning the interests of all stakeholders.

With reference to Joint Decree of the Board of Commissioners and Board of Directors No. 09/SK-DEKOM/BPUI/XII/2021 and No. 060/SK-Dir/CORP/BPUI/XII/2021 concerning the Guidelines for Good Corporate Governance at the Company (Persero) PT Bahana Pembinaan Usaha Indonesia, the GCG principles implemented by the Company are detailed as follows:

1. Transparency
Transparency refers to openness in carrying out decision-making processes and in disclosing material and relevant information concerning BPUI and its Holding Members.
2. Accountability
Accountability refers to clarity in the functions, implementation, and accountability of the Company's Organs and Holding Members, thereby enabling the Company to be managed effectively.
3. Responsibility
Responsibility refers to the conformity of the management of BPUI and its Holding Members with applicable laws and regulations and sound corporate principles.
4. Independency
Independence refers to a condition in which BPUI and its Holding Members are managed professionally, free from conflicts of interest and from any influence or pressure by any party that is inconsistent with applicable laws and regulations and sound corporate principles.
5. Fairness
Fairness refers to justice and equality in fulfilling stakeholders' rights arising from agreements and applicable laws and regulations.

Sejalan dengan itu, sebagai bentuk adaptasi terhadap praktik terbaik, IFG mengadopsi perkembangan terkini dengan merujuk pada Pedoman Umum Governansi Korporat Indonesia (PUG-KI) yang diterbitkan oleh Komite Nasional Kebijakan Governance (KNKG). Prinsip-prinsip dalam pedoman terbaru ini dijiwai oleh empat pilar utama governansi korporat yaitu Perilaku Beretika, Akuntabilitas, Transparansi, dan Keberlanjutan. Empat pilar yang diperkenalkan dalam PUGKI 2021 ini merupakan pengembangan dari nilai dasar TARIF (Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan *Fairness*) yang terakhir digunakan pada PUGKI 2019. Keempat prinsip dasar PUGKI 2021 selengkapnya adalah sebagai berikut:

1. Perilaku Beretika
Dalam melaksanakan kegiatannya, korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (*fairness*) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.
2. Akuntabilitas
Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.
3. Transparansi
Untuk menjaga objektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya.
4. Keberlanjutan
Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.

In line with this, as part of its efforts to adapt to best practices, IFG has adopted the latest developments by referring to the Indonesian General Guidelines for Corporate Governance (PUG-KI) issued by the National Committee on Governance Policy (KNKG). The principles set out in these latest guidelines are underpinned by four main pillars of corporate governance: Ethical Conduct, Accountability, Transparency, and Sustainability. The four pillars introduced in PUGKI 2021 represent a development of the fundamental TARIF values (Transparency, Accountability, Responsibility, Independence, and Fairness) previously applied in PUGKI 2019. The four fundamental principles of PUGKI 2021 are described in further detail as follows:

1. Ethical Behavior
In conducting its activities, the corporation always prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains moral values and trust consistently. The Corporation pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality (*fairness*) and is managed independently so that each organ of the company does not dominate each other and cannot be intervened by other parties.
2. Accountability
The Corporation shall be accountable for its performance in a transparent and fair manner. Thus, the Corporation must be managed properly, measurably and in accordance with corporate interests while taking into account the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance.
3. Transparency
To maintain objectivity in conducting business, the corporation provides material and relevant information that the stakeholders can easily access and understand. The corporation takes the initiative to disclose not only matters required by laws and regulations, but also matters that are important for shareholders, creditors and other stakeholders in making decision.
4. Sustainability
The Corporation complies with laws and regulations and is committed to carrying out responsibilities towards society and the environment in order to contribute to sustainable development by working with all relevant stakeholders to improve their lives in a way that is consistent with business interests and the sustainable development agenda.

STRUKTUR TATA KELOLA [GRI 2-9]

Penyelenggaraan tata kelola di IFG didasarkan pada ketentuan Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas (UU PT) yang mengatur bahwa Organ Perseroan terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Dalam pelaksanaannya, IFG menerapkan sistem dua badan (*two tier system*), yaitu Dewan Komisaris dan Direksi, yang masing-masing memiliki kewenangan serta tanggung jawab yang jelas sesuai dengan fungsi dan perannya sebagaimana diatur dalam Anggaran Dasar maupun peraturan perundang-undangan yang berlaku.

Sebagai implementasi dari ketentuan dalam Undang-Undang Perseroan Terbatas, struktur tata kelola IFG terdiri atas RUPS, Dewan Komisaris, dan Direksi. Dalam menjalankan tugas dan tanggung jawabnya secara efektif, Dewan Komisaris didukung oleh lima organ pendukung yaitu Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi, Komite Pemantau Risiko, serta Komite Tata Kelola Terintegrasi. Pembentukan organ-organ tersebut mengacu pada Anggaran Dasar Perusahaan, Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, serta Surat Keputusan Dewan Komisaris dan Direksi PT Bahana Pembinaan Usaha Indonesia (Persero) Nomor 1 Tahun 2023 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).

Dalam mendukung efektivitas pengelolaan perusahaan, Direksi juga dibantu oleh berbagai organ pendukung yang menjalankan fungsi bisnis, perencanaan, dan pengawasan terhadap aspek operasional perusahaan. Pembentukan organ-organ tersebut berpedoman pada Anggaran Dasar Perusahaan, Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN, Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, serta Surat Keputusan Dewan Komisaris PT Bahana Pembinaan Usaha Indonesia (Persero) Nomor 1 Tahun 2023 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Berdasarkan ketentuan tersebut, Direksi membentuk sejumlah organ pendukung, termasuk komite-komite, Sekretaris Perusahaan, dan Satuan Kerja Audit Internal (SKAI), guna memastikan pelaksanaan fungsi bisnis, perencanaan, dan pengendalian dapat berjalan secara efektif dan optimal.

Penerapan GCG di lingkungan Perseroan juga diwujudkan melalui penguatan peran serta hubungan kerja yang sinergis di antara Organ Perseroan, yaitu Rapat Umum Pemegang

STRUCTURE OF GOVERNANCE [GRI 2-9]

Corporate governance at IFG is implemented based on the provisions of Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies (Limited Liability Company Law), which stipulates that the Company's Organs consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. In its implementation, IFG adopts a two-tier system comprising the Board of Commissioners and the Board of Directors, each with clearly defined authorities and responsibilities in accordance with their respective functions and roles as stipulated in the Articles of Association and applicable laws and regulations.

As an implementation of the provisions of the Limited Liability Company Law, IFG's governance structure consists of the GMS, the Board of Commissioners, and the Board of Directors. To effectively perform its duties and responsibilities, the Board of Commissioners is supported by five supporting organs, namely the Secretary to the Board of Commissioners, Audit Committee, Nomination and Remuneration Committee, Risk Monitoring Committee, and Integrated Governance Committee. The establishment of these supporting organs refers to the Company's Articles of Association, Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, and Decree of the Board of Commissioners and Board of Directors of PT Bahana Pembinaan Usaha Indonesia (Persero) Number 1 of 2023 concerning Good Corporate Governance Guidelines.

To support the effectiveness of the Company's management, the Board of Directors is also assisted by various supporting organs that perform business, planning, and monitoring functions related to the Company's operational activities. The establishment of these supporting organs refers to the Company's Articles of Association, Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, and Decree of the Board of Commissioners of PT Bahana Pembinaan Usaha Indonesia (Persero) Number 1 of 2023 concerning Good Corporate Governance Guidelines. Based on these provisions, the Board of Directors has established a number of supporting organs, including committees, the Corporate Secretary, and the Internal Audit Unit (SKAI), to ensure that business, planning, and control functions are carried out effectively and optimally.

The implementation of GCG within the Company is also reflected in the strengthening of the roles and synergistic working relationships among the Company's Organs,

Saham, Dewan Komisaris, dan Direksi. Ketiga organ tersebut menjalankan fungsi masing-masing secara independen dengan tetap menjunjung prinsip saling menghormati tugas, tanggung jawab, dan kewenangan yang telah ditetapkan berdasarkan peraturan perundang-undangan serta Anggaran Dasar Perseroan.

PENANGGUNG JAWAB PENERAPAN KEUANGAN BERKELANJUTAN

Sesuai dengan kedudukannya sebagai *holding company* di bidang asuransi, penjaminan, dan investasi, IFG tidak termasuk dalam kategori Lembaga Jasa Keuangan, Emiten, maupun Perusahaan Publik yang dikenai kewajiban penerapan Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Oleh karena itu, Perseroan tidak menyampaikan penunjukan pegawai, pejabat, dan/atau unit kerja khusus sebagai penanggung jawab penerapan Keuangan Berkelanjutan sebagaimana diatur dalam POJK tersebut. Meskipun demikian, IFG tetap berkomitmen menerapkan prinsip-prinsip keberlanjutan secara sukarela di tingkat grup melalui pengawasan dan arahan strategis dari Dewan Komisaris dan Direksi, serta mendorong seluruh anak perusahaan untuk melaksanakan praktik keuangan berkelanjutan sesuai ketentuan yang berlaku. [OJK E.1]

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham, yang selanjutnya disebut RUPS, telah diatur dalam Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Anggaran Dasar Perseroan, serta Pedoman Tata Kelola Perusahaan yang Baik (GCG) Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia (IFG) Tahun 2021.

RUPS merupakan organ Perseroan yang memiliki segala kewenangan yang tidak dilimpahkan kepada Dewan Komisaris maupun Direksi, dalam batas yang ditentukan oleh Undang-Undang Republik Indonesia Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan/atau Anggaran Dasar Perseroan. RUPS pada dasarnya berfungsi sebagai wadah bagi pemegang saham untuk memutuskan arah strategis Perseroan serta menjadi forum bagi Dewan Komisaris dan Direksi untuk melaporkan serta mempertanggungjawabkan pelaksanaan tugas dan kinerja perusahaan kepada pemegang saham. Melalui RUPS, pemegang saham dapat melaksanakan haknya serta menyampaikan pendapat untuk mengambil keputusan penting dalam menentukan arah dan kebijakan Perseroan.

namely the General Meeting of Shareholders, the Board of Commissioners, and the Board of Directors. These three organs perform their respective functions independently while upholding the principle of mutual respect for the duties, responsibilities, and authorities established under applicable laws and regulations and the Company's Articles of Association.

RESPONSIBILITY FOR SUSTAINABLE FINANCE IMPLEMENTATION

In its capacity as a holding company in the insurance, guarantee, and investment sectors, IFG does not fall within the categories of Financial Services Institutions, Issuers, or Public Companies subject to the mandatory implementation of Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Accordingly, the Company does not report the appointment of specific employees, officers, and/or work units responsible for the implementation of Sustainable Finance as stipulated under the POJK. Nevertheless, IFG remains committed to voluntarily implementing sustainability principles at the group level through the oversight and strategic direction of the Board of Commissioners and the Board of Directors, while encouraging all subsidiaries to implement sustainable finance practices in accordance with applicable regulations. [OJK E.1]

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders, hereinafter referred to as the GMS, is governed by Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, the Company's Articles of Association, and the 2021 Good Corporate Governance (GCG) Guidelines of Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia (IFG).

The GMS is a Company Organ vested with all authorities not delegated to the Board of Commissioners or the Board of Directors, within the limits stipulated by Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies and/or the Company's Articles of Association. The GMS essentially serves as a forum for shareholders to determine the Company's strategic direction and as a forum for the Board of Commissioners and the Board of Directors to report and account for the performance of their duties and the Company's performance to the shareholders. Through the GMS, shareholders may exercise their rights and express their views in making key decisions that determine the Company's direction and policies.

Berdasarkan jenisnya, RUPS Perseroan terdiri atas RUPS Tahunan yang wajib diselenggarakan paling sedikit satu kali dalam setahun dan paling lambat enam bulan setelah tahun buku berakhir, serta RUPS Lainnya yang dapat diselenggarakan setiap saat apabila dipandang perlu oleh Direksi dan/atau Dewan Komisaris dan/atau pemegang saham yaitu:

1. RUPS Pengesahan RJPP.
2. RUPS Pengesahan RKAP.
3. RUPS Pengesahan Laporan Tahunan.
4. RUPS Lainnya.

Di luar jenis RUPS di atas, Pemegang Saham Perusahaan juga memiliki mekanisme Keputusan Sirkuler, yaitu pengambilan keputusan oleh Pemegang Saham di luar mekanisme RUPS. Keputusan Sirkuler memiliki kekuatan hukum yang sama dengan Keputusan RUPS, dengan syarat seluruh Pemegang Saham memberikan persetujuan secara tertulis atas usul yang akan diputuskan dalam perihal Keputusan Sirkuler. Hal ini sesuai dengan Pasal 91 Undang-undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

Sepanjang tahun 2025, IFG melaksanakan RUPS Tahunan sebanyak 2 (dua) kali dan RUPS Luar Biasa sebanyak 3 (tiga) kali. Informasi mengenai pelaksanaan RUPS selengkapnya pada tahun pelaporan adalah sebagai berikut:

Based on type, the Company's GMS consists of the Annual GMS, which must be convened at least once a year and no later than six months after the end of the financial year, and Other GMS, which may be convened at any time as deemed necessary by the Board of Directors and/or the Board of Commissioners and/or shareholders, comprising:

1. GMS for Approval of the Long-Term Corporate Plan (RJPP).
2. GMS for Approval of the Long-Term Corporate Plan (RKAP).
3. GMS for Approval of the Annual Report.
4. Other GMS.

In addition to the above types of GMS, the Company's Shareholders may also adopt resolutions through a Circular Resolution mechanism, whereby decisions are made by the Shareholders outside the GMS mechanism. Circular Resolutions have the same legal force as GMS Resolutions, provided that all Shareholders provide their written consent to the proposed resolution to be adopted through the Circular Resolution. This is in accordance with Article 91 of Law Number 40 of 2007 concerning Limited Liability Companies.

Throughout 2025, IFG held 2 (two) Annual GMS and 3 (three) Extraordinary GMS. Further information regarding the GMS held during the reporting year is presented below:

Tabel Pelaksanaan RUPS Tahunan Tahun 2025

Table of Annual GMS Held in 2025

No.	Jenis RUPS Type of GMS	Waktu Date	Hasil Keputusan Resolution
1	RUPS Tahunan tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2025 Annual GMS on the Approval of the 2025 Company Work Plan and Budget	30 Januari 2025 January 30, 2025	1. Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025 2. Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA TJSL) Tahun 2025 3. Penetapan Kontrak Manajemen Tahunan yang Memuat Target <i>Key Performance Indicators</i> (KPI) Direksi secara Kolegial dan Dewan Komisaris Tahun 2025 1. Ratification of the 2025 Company's Work Plan and Budget (RKAP) as well as the 2025 Board of Commissioners' Work Plan and Budget 2. Approval of the Work Plan and Budget for the Social and Environmental Responsibility Program (RKA TJSL) for 2025 3. Determination of the 2025 Annual Management Contract Containing the Key Performance Indicator (KPI) Targets for the Board of Directors on a Collegial Basis and the Board of Commissioners

Tabel Pelaksanaan RUPS Tahunan Tahun 2025
Table of Annual GMS Held in 2025

No.	Jenis RUPS Type of GMS	Waktu Date	Hasil Keputusan Resolution
2	RUPS Tahunan tentang Persetujuan atas Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 Annual GMS on the Approval of the Annual Report and Ratification of the Financial Statements for the 2024 Fiscal Year	30 Juni 2025 June 30, 2025	1. Persetujuan Laporan Tahunan Perseroan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 termasuk Penyajian Kembali (<i>Restatement</i>) Laporan Keuangan Konsolidasian Tahun Buku 2022 dan 2023, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Persetujuan Laporan Tahunan Perseroan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2024 termasuk Penyajian Kembali (<i>Restatement</i>) Laporan Keuangan Konsolidasian Tahun Buku 2022 dan 2023, Persetujuan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan. 2. Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2024. 3. Penetapan Tantiem/Insentif Kinerja/Insentif Khusus Tahun Buku 2024, Gaji untuk Direksi dan Honorarium untuk Dewan Komisaris berikut Fasilitas dan Tunjangan Lainnya untuk Tahun 2025. 4. Perubahan Anggaran Dasar Perseroan. 1. Approval of the Company's Annual Report and Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2024, Including the Restatement (<i>Restatement</i>) of the Company's Consolidated Financial Statements for Fiscal Years 2022 and 2023, Approval of the Board of Commissioners' Supervisory Report, and Ratification of the Company's Annual Report and Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2024, including the Restatement (<i>Restatement</i>) of the Consolidated Financial Statements for Fiscal Years 2022 and 2023, Approval of the Board of Commissioners' Supervisory Report, and Ratification. 2. Resolution on the Allocation of the Company's Net Income for Fiscal Year 2024. 3. Determination of Bonuses / Performance Incentives / Special Incentives for Fiscal Year 2024, Salaries for the Board of Directors and Honoraria for the Board of Commissioners, along with Other Benefits and Allowances for 2025. 4. Amendments to the Company's Articles of Association

Tabel Pelaksanaan RUPS Luar Biasa Tahun 2025
Table of Extraordinary GMS Held in 2025

No.	Waktu Date	Hasil Keputusan Resolution
1	22 Januari 2025 January 22, 2025	Pemberhentian Anggota Direksi Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia Dismissal of a Member of the Board of Directors of the State-Owned Enterprise (Persero) PT Bahana Pembinaan Usaha Indonesia
2	10 Februari 2025 February 10, 2025	Pemberhentian dan Pengangkatan Anggota Direksi Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia Dismissal and Appointment of Members of the Board of Directors of the State-Owned Enterprise (Persero) PT Bahana Pembinaan Usaha Indonesia
3	22 Maret 2025 March 22, 2025	Persetujuan Pengalihan Saham PT Bahana Pembinaan Usaha Indonesia (Persero) Approval of the Transfer of Shares of PT Bahana Pembinaan Usaha Indonesia (Persero)

DEWAN KOMISARIS

Dewan Komisaris merupakan Organ Perseroan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan anggaran dasar serta memberi nasihat kepada Direksi. Dewan Komisaris melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perseroan maupun usaha Perseroan, dan memberi nasihat kepada Direksi. Pengawasan dan pemberian nasihat oleh Dewan Komisaris dilakukan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

BOARD OF COMMISSIONERS

The Board of Commissioners is a Company Organ responsible for conducting general and/or specific supervision in accordance with the Articles of Association and providing advice to the Board of Directors. The Board of Commissioners supervises management policies and the overall course of management, both with respect to the Company and the Company's business, and provides advice to the Board of Directors. The supervision and provision of advice by the Board of Commissioners are carried out in the interests of the Company and in accordance with the Company's purposes and objectives.

1. Kriteria dan Prosedur Pengangkatan serta Pemberhentian Dewan Komisaris
Dewan Komisaris dipilih dan ditetapkan oleh satu-satunya pemegang saham, yaitu Kementerian BUMN. Oleh karena itu, informasi mengenai kriteria pengangkatan anggota Dewan Komisaris, sepenuhnya adalah wewenang Kementerian BUMN.
 2. Masa Jabatan Dewan Komisaris
Anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS sampai dengan penutupan RUPS Tahunan yang ke-5 atau 5 tahun setelah tanggal pengangkatannya dan dapat diangkat kembali untuk 1 (satu) periode berikutnya, tanpa mengurangi hak RUPS untuk memberhentikan para anggota Komisaris yang bersangkutan sewaktu-waktu.
 3. Tugas, Wewenang dan Kewajiban Dewan Komisaris
 - a. Tugas Dewan Komisaris
Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai IFG maupun usaha IFG yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP, ketentuan anggaran dasar, keputusan RUPS dan ketentuan peraturan perundang-undangan, untuk kepentingan IFG dan sesuai dengan maksud dan tujuan IFG serta tidak dimaksudkan untuk kepentingan pihak atau golongan tertentu.

Dalam melaksanakan tugasnya, setiap anggota Dewan Komisaris harus:
 - i) Mematuhi anggaran dasar BPUI dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, akuntabilitas, pertanggungjawaban, kemandirian, dan kewajaran; dan
 - ii) Beritikad baik, penuh kehati-hatian dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan IFG dan sesuai dengan maksud dan tujuan IFG.
 - b. Wewenang Dewan Komisaris
Dalam melaksanakan tugas, Dewan Komisaris berwenang untuk:
 - 1) Memeriksa buku, surat, serta dokumen lainnya, memeriksa kas untuk keperluan verifikasi, dan lain-lain, surat berharga dan memeriksa kekayaan IFG;
 - 2) Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh IFG;
 - 3) Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan IFG;
 - 4) Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan Direksi;
1. Criteria and Procedures for the Appointment and Dismissal of the Board of Commissioners
The Board of Commissioners is selected and appointed by the sole shareholder, namely the Ministry of State-Owned Enterprises. Accordingly, matters concerning the criteria for the appointment of members of the Board of Commissioners fall entirely under the authority of the Ministry of State-Owned Enterprises.
 2. Term of Office of the Board of Commissioners
Members of the Board of Commissioners are appointed for a term commencing from the date stipulated by the GMS until the closing of the fifth Annual GMS or five years after the date of their appointment and may be reappointed for 1 (one) subsequent term, without prejudice to the right of the GMS to dismiss the respective members of the Board of Commissioners at any time.
 3. Duties, Authorities, and Obligations of the Board of Commissioners
 - a. Duties of the Board of Commissioners
The Board of Commissioners is responsible for supervising management policies and the overall course of management of IFG and its business as carried out by the Board of Directors, as well as providing advice to the Board of Directors, including supervision of the implementation of the Long-Term Corporate Plan (RJPP), the Company's Work Plan and Budget (RKAP), the provisions of the Articles of Association, GMS resolutions, and applicable laws and regulations, in the interests of IFG and in accordance with IFG's purposes and objectives, and not for the interests of any particular party or group.

In performing their duties, each member of the Board of Commissioners shall:
 - i) Comply with BPUI's Articles of Association, applicable laws and regulations, and the principles of professionalism, efficiency, transparency, accountability, responsibility, independence, and fairness; and
 - ii) Act in good faith, with due care and responsibility in conducting supervisory and advisory duties to the Board of Directors in the interests of IFG and in accordance with IFG's purposes and objectives.
 - b. Authority of the Board of Commissioners
In performing its duties, the Board of Commissioners has the following authorities:
 - 1) Reviewing records, letters, and other documents, checking cash for verification purposes, etc., securities and check IFG's assets;
 - 2) Entering the premises, buildings and offices used by IFG;
 - 3) Requesting explanations from the Board of Directors and/or other officials on all issues concerning the management of IFG;
 - 4) Knowing all policies and actions that have been and will be carried out by the Board of Directors;

- 5) Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
 - 6) Menerima informasi dari Direksi secara teratur, tanpa penundaan, dan secara komprehensif tentang semua informasi yang relevan dengan IFG serta informasi lainnya jika diminta sewaktu-waktu;
 - 7) Mengangkat dan memberhentikan Sekretaris Dewan Komisaris, jika dianggap perlu;
 - 8) Membentuk komite Dewan Komisaris di antaranya:
 - a) Komite Audit;
 - b) Komite Nominasi dan Remunerasi;
 - c) Komite Pemantau Risiko dan Tata Kelola Terintegrasi; dan/atau
 - d) Komite lainnya jika dianggap perlu dengan memperhatikan kemampuan IFG.
- c. Kewajiban Dewan Komisaris
- Dewan Komisaris berkewajiban untuk:
- 1) Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan IFG;
 - 2) Meneliti dan menelaah RJPP dan RKAP yang disiapkan Direksi, serta memberikan pendapat dan saran kepada RUPS mengenai RJPP dan RKAP IFG mengenai alasan Dewan Komisaris menandatangani RJPP dan RKAP;
 - 3) Mengikuti perkembangan kegiatan IFG, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting dan/atau strategis bagi pengurusan IFG, serta melaporkan dengan segera kepada RUPS apabila terjadi gejala penurunan kinerja IFG;
 - 4) Memberikan persetujuan atas Pedoman Strategis, Kebijakan dan Prosedur IFG, serta memastikan pelaksanaan tanggung jawab Direksi atas penerapannya;
 - 5) Memberikan persetujuan atas transaksi-transaksi material dengan limit-limit tertentu sesuai yang ditetapkan kebijakan IFG;
 - 6) Memberikan persetujuan atas kelebihan penggunaan anggaran dan/atau penggunaan anggaran di luar rencana yang ditetapkan;
 - 7) Memberikan persetujuan atas pengangkatan Kepala Satuan Kerja Audit Internal dan Sekretaris Perusahaan;
 - 8) Mengusulkan Akuntan Publik kepada RUPS;
 - 9) Meneliti, menelaah dan memberikan saran atas gejala menurunnya kinerja IFG kepada Direksi, untuk memperbaiki permasalahan yang berdampak pada penurunan kinerja IFG, dan pelaporan kepada RUPS jika terjadi gejala menurunnya kinerja IFG;
 - 10) Menetapkan kebijakan pengukuran dan penilaian kinerja Dewan Komisaris, mengevaluasi atas capaian kinerja Dewan Komisaris dan dituangkan dalam risalah rapat Dewan Komisaris;
- 5) Requesting the Board of Directors and/or other officers under the Board of Directors, with the knowledge of the Board of Directors, to attend meetings of the Board of Commissioners;
 - 6) Receiving information from the Board of Directors regularly, without delay, and in a comprehensive manner on all information relevant to IFG as well as other information if requested at any time.
 - 7) Appointing and dismissing the Secretary of the Board of Commissioners, if deemed necessary;
 - 8) Establishing committees of the Board of Commissioners including:
 - a) Audit Committee;
 - b) Nomination and Remuneration Committee;
 - c) Risk Monitoring and Integrated Governance Committee; and/or
 - d) Other committees as deemed necessary with due regard to the capabilities of the IFG.
- c. Obligations of the Board of Commissioners
- The Board of Commissioners has the following obligations:
- 1) Providing advice to the Board of Directors in performing the management of IFG;
 - 2) Examining and reviewing the Long-Term Plan (RJPP) and Work Plan and Budget (RKAP) prepared by the Board of Directors, and provide opinions and suggestions to the GMS on IFG's RJPP and RKAP regarding the reasons for the Board of Commissioners to sign the RJPP and RKAP;
 - 3) Following the development of IFG activities, provide opinions and suggestions to the GMS regarding any issues deemed important and/or strategic for the management of IFG, and report immediately to the GMS if there are symptoms of a decline in IFG's performance;
 - 4) Approving the Strategic Guidelines, Policies and Procedures of IFG, and ensure the implementation of the Board of Directors' responsibility for their implementation;
 - 5) Approving material transactions with certain limits as determined by IFG policy;
 - 6) Approving the excess use of budget and/or the use of budget outside the established plan;
 - 7) Granting approval for the appointment of the Head of the Internal Audit Unit and the Corporate Secretary;
 - 8) Proposing a Public Accountant to the GMS;
 - 9) Researching, reviewing and providing advice on symptoms of declining IFG performance to the Board of Directors, to fix problems that have an impact on the decline in IFG performance, and reporting to the GMS if there are symptoms of declining IFG performance;
 - 10) Establishing a policy for measuring and assessing the performance of the Board of Commissioners, evaluating the performance achievements of the Board of Commissioners and outlined in the minutes of the Board of Commissioners meeting;

- 11) Meneliti dan menelaah laporan berkala, laporan triwulanan dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan dan memberikan penjelasan, pendapat dan saran kepada RUPS mengenai laporan tahunan, apabila diminta. Memberikan laporan pelaksanaan tugas pengawasan yang telah dilakukan selama tahun buku kepada RUPS;
- 12) Memastikan pelaksanaan rapat/forum komunikasi secara regular berkenaan dengan evaluasi efektivitas penerapan governansi, manajemen risiko dan kepatuhan;
- 13) Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS; dan
- 14) Menandatangani kontrak manajemen tahunan yang memuat target kinerja Direksi secara kolegal, khusus kontrak manajemen tahunan memuat target kinerja Direksi secara individu ditandatangani oleh Komisaris Utama.

- 11) Examining and reviewing periodic reports, quarterly reports and annual reports prepared by the Board of Directors and signing the annual report and providing explanations, opinions and suggestions to the GMS regarding the annual report, if requested. Providing a report on the implementation of supervisory duties that have been carried out during the fiscal year to the GMS;
- 12) Ensuring the implementation of regular meetings/communication forums regarding the evaluation of the effectiveness of the implementation of governance, risk management and compliance;
- 13) Performing other obligations in the context of supervisory and advisory duties as long as they do not conflict with laws and regulations, articles of association, and/or GMS resolutions; and
- 14) Signing the annual management contract containing the performance targets of the Board of Directors collegially, specifically the annual management contract containing the performance targets of the Board of Directors individually signed by the President Commissioner

4. Jumlah, Komposisi dan Susunan Dewan Komisaris Tahun 2025

Berpedoman pada Pasal 102, Undang-Undang tentang Perseroan Terbatas, Perseroan yang kegiatan usahanya berkaitan dengan menghimpun dan/atau mengelola dana masyarakat, Perseroan yang menerbitkan surat pengakuan utang kepada masyarakat atau Perseroan Terbuka wajib mempunyai paling sedikit 2 (dua) orang anggota Dewan Komisaris.

Sebagaimana disampaikan pada Laporan Tahunan Perseroan Tahun 2025, selama tahun 2025 terdapat perubahan susunan Anggota Dewan Komisaris di IFG. Dengan demikian, per 31 Desember 2025, Dewan Komisaris IFG beranggotakan 2 (dua) orang sehingga sudah memenuhi ketentuan Undang-Undang Perseroan Terbatas. Semua anggota Dewan Komisaris telah melalui uji kelayakan dan kepatutan (*fit and proper test*) oleh pemegang saham guna menjamin Dewan Komisaris memiliki integritas, kompetensi, reputasi, bebas dari afiliasi maupun benturan kepentingan lainnya dan pengalaman serta keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing. Komposisi anggota Dewan Komisaris IFG per 31 Desember 2025 selengkapnya adalah sebagai berikut:

4. Number, Composition, and Structure of the Board of Commissioners in 2025

In accordance with the Article 102 of the Law on Limited Liability Companies, a Company whose business activities involve raising and/or managing public funds, a Company that issues debt securities to the public, or a Public Company is required to have at least 2 (two) members of the Board of Commissioners.

As disclosed in the Company's 2025 Annual Report, there were changes to the composition of IFG's Board of Commissioners during 2025. Accordingly, as of December 31, 2025, IFG's Board of Commissioners consisted of 2 (two) members, thereby fulfilling the requirements of the Law on Limited Liability Companies. All members of the Board of Commissioners have undergone a fit and proper test conducted by the shareholder to ensure that they possess the integrity, competence, reputation, independence from affiliations and other conflicts of interest, as well as the experience and expertise required to perform their respective functions and duties. The complete composition of IFG's Board of Commissioners as of December 31, 2025 is presented below:

Tabel Komposisi dan Susunan Dewan Komisaris per 31 Desember 2025

Table of the Composition and Structure of the Board of Commissioners as of December 31, 2025

Nama Name	Jabatan Position	Masa Jabatan Term of Office	Periode Jabatan Term	Dasar Pengangkatan Basis of Appointment
Nasrudin	Komisaris Commissioner	29 April 2021 – RUPS Tahun 2026 April 29, 2021 - 2026 GMS	Ke-1 1st	Diangkat sebagai Komisaris berdasarkan Keputusan Menteri BUMN selaku RUPS Perseroan IFG No. SK-135/MBU/04/2021 tanggal 29 April 2021. Appointed as Commissioner based on the Decree of the Minister of State-Owned Enterprises as the GMS of IFG No. SK-135/MBU/04/2021 dated April 29, 2021.

Tabel Komposisi dan Susunan Dewan Komisaris per 31 Desember 2025

Table of the Composition and Structure of the Board of Commissioners as of December 31, 2025

Nama Name	Jabatan Position	Masa Jabatan Term of Office	Periode Jabatan Term	Dasar Pengangkatan Basis of Appointment
Sumiyati	Komisaris Commissioner	31 Juli 2021 – RUPS tahun 2026 July 31, 2021 – 2026 GMS	Ke-1 1st	Diangkat sebagai Komisaris berdasarkan Keputusan Menteri BUMN selaku RUPS Perseroan IFG No. SK-254/MBU/07/2021 tanggal 31 Juli 2021. Appointed as Commissioner based on the Decree of the Minister of State-Owned Enterprises as the GMS of IFG No. SK-254/MBU/07/2021 dated July 31, 2021.

DIREKSI

Direksi adalah Organ Perseroan yang berwenang dan bertanggung jawab penuh atas pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan anggaran dasar.

1. Pengangkatan serta Pemberhentian Direksi
Anggota Direksi diangkat dan diberhentikan oleh RUPS dan keputusan RUPS harus disetujui oleh Pemegang Saham Seri A Dwiwarna. Anggota Direksi diangkat dari calon yang diusulkan oleh Pemegang Saham Seri A Dwiwarna dan pencalonan tersebut mengikat bagi RUPS.
2. Masa Jabatan Anggota Direksi
Prosedur penunjukan Direksi dilakukan melalui mekanisme RUPS, anggota Direksi diangkat untuk jangka waktu terhitung sejak tanggal yang ditetapkan oleh RUPS sampai dengan penutupan RUPS Tahunan yang ke-5 atau 5 tahun setelah tanggal pengangkatannya dan dapat diangkat kembali untuk 1 (satu) periode berikutnya, tanpa mengurangi hak RUPS untuk memberhentikan para anggota Komisaris yang bersangkutan sewaktu-waktu.

Dalam hal pengangkatan dan pemberhentian anggota Direksi dilakukan melalui keputusan pemegang saham di luar RUPS, maka mulai berlakunya pengangkatan dan pemberhentian tersebut dimuat dalam keputusan pemegang saham tersebut. Dalam hal keputusan pemegang saham di luar RUPS tidak menetapkan, maka pengangkatan dan pemberhentian anggota Direksi tersebut berlaku sejak keputusan pemegang saham tersebut ditetapkan.

Anggota Direksi dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya dan berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan BPUI. Keputusan pemberhentian untuk alasan-alasan tertentu sebagaimana dimaksud anggaran dasar BPUI atau peraturan yang berlaku, diambil dengan terlebih dahulu memberikan kesempatan kepada anggota Direksi yang bersangkutan untuk membela diri.

Rencana pemberhentian anggota Direksi diberitahukan kepada anggota Direksi yang bersangkutan secara lisan atau tertulis oleh pemegang saham. Selama rencana

BOARD OF DIRECTORS

The Board of Directors is a Company Organ with full authority and responsibility for the management of the Company in the interests of the Company, in accordance with the Company's purposes and objectives, and represents the Company both in and out of court in accordance with the provisions of the Articles of Association.

1. Appointment and Dismissal of the Board of Directors
Members of the Board of Directors are appointed and dismissed by the GMS, and such GMS resolutions must be approved by the Series A Dwiwarna Shareholder. Members of the Board of Directors are appointed from candidates nominated by the Series A Dwiwarna Shareholder, and such nominations are binding on the GMS.
2. Term of Office of Members of the Board of Directors
The appointment of members of the Board of Directors is carried out through the GMS mechanism. Members of the Board of Directors are appointed for a term commencing from the date stipulated by the GMS until the closing of the fifth Annual GMS or five years after the date of their appointment and may be reappointed for 1 (one) subsequent term, without prejudice to the right of the GMS to dismiss the respective members of the Board of Directors at any time.

In the event that the appointment and dismissal of members of the Board of Directors is made by shareholders' resolution outside the GMS, the effective date of such appointment and dismissal shall be stated in such shareholders' resolution. In the event that the resolution of the shareholders outside the GMS does not stipulate, the appointment and dismissal of the members of the Board of Directors shall take effect from the date of the shareholders' resolution.

Members of the Board of Directors may be dismissed by resolution of the GMS by stating the reasons and based on other reasons deemed appropriate by the GMS for the interests and objectives of the BPUI. A resolution on dismissal for certain reasons as stipulated in BPUI's Articles of Association or applicable regulations shall be adopted after first providing the respective member of the Board of Directors with an opportunity to present a defense.

The proposed dismissal of a member of the Board of Directors shall be communicated to the respective member verbally or in writing by the shareholder. As

pemberhentian masih dalam proses, maka anggota Direksi yang bersangkutan wajib melaksanakan tugasnya sebagaimana mestinya. Pemberhentian karena alasan terlibat dalam tindakan yang merugikan BPUI dan dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap, merupakan pemberhentian dengan tidak hormat.

3. Tugas, Wewenang, Kewajiban dan Hak Direksi

a. Tugas Direksi

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengelolaan perusahaan untuk kepentingan IFG dan sesuai dengan maksud dan tujuan serta mewakili IFG, baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan RUPS.

b. Wewenang Direksi

Dalam pelaksanaan tugas pengelolaan IFG, Direksi memiliki wewenang sebagai berikut:

- 1) Menetapkan struktur/susunan organisasi yang dirancang untuk memastikan pencapaian sasaran dan tujuan organisasi serta sesuai dengan kebutuhan IFG dilengkapi dengan uraian tugas dan tanggung jawab untuk semua tingkat jabatan;
- 2) Menetapkan kebijakan yang dipandang tepat dalam pengelolaan IFG;
- 3) Menetapkan dan mengatur mekanisme tertulis untuk menampung dan menyelesaikan keluhan-keluhan pemangku kepentingan secara tuntas;
- 4) Menetapkan dan mengatur mekanisme pengambilan keputusan atas tindakan IFG (*corporate action*) sesuai ketentuan perundang-undangan dan tepat waktu terdiri dari pengambilan keputusan melalui Rapat Direksi dan pengambilan keputusan di luar rapat Direksi;
- 5) Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili IFG di dalam dan di luar pengadilan;
- 6) Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pekerja IFG baik sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili IFG di dalam dan di luar pengadilan;
- 7) Menetapkan calon anggota Direksi dan Dewan Komisaris pada Anggota *Holding* sesuai dengan pedoman yang ditetapkan oleh Menteri Negara BUMN. Setelah penetapan calon anggota Direksi dan Dewan Komisaris pada Anggota *Holding* Direksi wajib melaporkannya kepada Dewan Komisaris;
- 8) Mengangkat dan memberhentikan karyawan IFG berdasarkan peraturan IFG dan peraturan perundang-undangan lainnya;

long as the dismissal plan is still in process, the member of the Board of Directors concerned must carry out his/her duties accordingly. Dismissal on the grounds of involvement in actions detrimental to BPUI and being found guilty by a court decision having permanent legal force shall constitute dishonorable dismissal.

3. Duties, Authorities, Obligations and Rights of the Board of Directors

a. Duties of the Board of Directors

The Board of Directors is responsible for conducting all actions relating to the management of the Company in the interests of IFG and in accordance with its purposes and objectives, as well as representing IFG, both in and out of court, in all matters and circumstances, subject to the limitations stipulated in applicable laws and regulations, the Articles of Association, and/or GMS resolutions.

b. Authorities of the Board of Directors

In executing its duties in managing IFG, the Board of Directors has the following authorities:

- 1) Establishing an organizational structure designed to ensure the achievement of the Company's objectives and aligned with IFG's operational needs, supported by clearly defined duties and responsibilities for all organizational levels;
- 2) Establish policies that are deemed appropriate in the management of IFG;
- 3) Establishing and implementing formal mechanisms for receiving and resolving stakeholder complaints in a comprehensive manner;
- 4) Establishing and implementing decision-making mechanisms for corporate actions in accordance with applicable laws and regulations and in a timely manner, including decisions made through meetings of the Board of Directors and by written resolutions outside Board meetings;
- 5) Delegating the authority of the Board of Directors to one or more members of the Board of Directors to make decisions on behalf of the Board or represent IFG both inside and outside the courts;
- 6) Delegating the authority of the Board of Directors to one or more IFG employees, acting individually or jointly, or to other parties, to represent IFG both inside and outside the courts;
- 7) Determining candidates for members of the Board of Directors and Board of Commissioners of Holding Members in accordance with the guidelines established by the Minister of State-Owned Enterprises. Following the determination of candidates for members of the Board of Directors and Board of Commissioners of Holding Members, the Board of Directors shall report such determination to the Board of Commissioners;
- 8) Appointing and dismissing IFG employees based on IFG regulations and other applicable laws and regulations;

- 9) Mengangkat dan memberhentikan pejabat IFG sampai jenjang tertentu yang diatur melalui ketetapan Direksi, kecuali untuk mengangkat dan memberhentikan Sekretaris Perusahaan maupun Satuan Kerja Audit Internal setelah mendapatkan persetujuan Dewan Komisaris;
 - 10) Mengatur ketentuan tentang karyawan IFG termasuk penempatan karyawan pada semua tingkatan jabatan sesuai dengan spesifikasi jabatan, menyusun rencana suksesi untuk seluruh jabatan dalam IFG serta menetapkan gaji, pensiun atau jaminan hari tua, dan penghasilan lain bagi karyawan IFG berdasarkan peraturan perundang-undangan;
 - 11) Dalam hal penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi karyawan melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu RUPS;
 - 12) Melakukan segala tindakan dan perbuatan lainnya mengenai pengelolaan maupun pemilikan kekayaan IFG, mengikat IFG dengan pihak lain dan/atau pihak lain dengan IFG, serta mewakili IFG di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, anggaran dasar IFG dan/atau keputusan RUPS;
 - 13) Menyampaikan usulan perubahan anggaran dasar IFG untuk mendapatkan persetujuan RUPS;
 - 14) Menetapkan kegiatan kerja sama atau kontrak dengan nilai kontrak atau penggunaan/perolehan aset yang melebihi kewenangan Direktur seperti yang diatur dalam kebijakan terkait keuangan;
 - 15) Menetapkan kebijakan keuangan yang secara periodik perlu ditinjau oleh Direksi misalnya *cash management*, *expenditure authority* dan *payment authority*;
 - 16) Menyampaikan usulan tentang insentif kinerja kepada Dewan Komisaris, untuk mendapatkan persetujuan Dewan Komisaris sebelum disampaikan kepada RUPS mengenai penetapan besaran dan jenis penghasilan Dewan Komisaris dan Direksi. Penentuan usulan insentif kinerja Direksi mencerminkan kesesuaian dengan kinerja yang dicapai (IPK);
 - 17) Menetapkan kebijakan pada Anggota *Holding* termasuk Anggota *Holding* eks BUMN agar selalu selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada IFG dalam bidang sebagai berikut:
 - a) Bidang akuntansi dan keuangan;
 - b) Bidang pengembangan dan investasi;
 - c) Bidang aktuaria;
 - d) Bidang operasional (termasuk pengadaan barang dan/atau jasa);
 - e) Bidang pemasaran dan produk;
 - f) Bidang informasi teknologi;
- 9) Appointing and dismissing IFG officers up to certain levels as stipulated by resolutions of the Board of Directors, except for the appointment and dismissal of the Corporate Secretary and the Head of the Internal Audit Unit, which require prior approval from the Board of Commissioners;
 - 10) Establishing policies governing IFG employees, including employee placement at all organizational levels based on job specifications, developing succession plans for all positions within IFG, and determining salaries, pensions or retirement benefits, and other employee compensation in accordance with applicable laws and regulations;
 - 11) Obtaining prior approval from the GMS before determining salaries, pensions or retirement benefits, and other employee compensation that exceed the minimum requirements prescribed by applicable laws and regulations;
 - 12) Performing all actions and other actions regarding the management and ownership of IFG assets, bind IFG with other parties and/or other parties with IFG, and represent IFG inside and outside the court on all things and all events, with restrictions as stipulated in laws and regulations, IFG articles of association, and/or GMS;
 - 13) Submitting proposals to amend the Articles of Association for approval by the GMS;
 - 14) Determining cooperation activities or contracts involving a contract value or the use/acquisition of assets exceeding the authority of an individual Director, as stipulated in the relevant financial policies;
 - 15) Establishing financial policies that require periodic review by the Board of Directors, such as cash management, expenditure authority, and payment authority;
 - 16) Submitting proposals regarding performance incentives to the Board of Commissioners for approval before presenting them to the GMS for approval of the amount and types of remuneration for members of the Board of Commissioners and the Board of Directors. Determining the proposed performance incentives for the Board of Directors to ensure alignment with the performance achieved (IPK);
 - 17) Establishing policies for Holding Members, including former SOE Holding Members, to ensure continued alignment and compliance with IFG's applicable policies and regulations in the following areas:
 - a) Accounting and finance;
 - b) Business development and investment;
 - c) Actuarial;
 - d) Operations (including the procurement of goods and/or services);
 - e) Marketing and products;
 - f) Information technology;

- g) Bidang sumber daya manusia;
 - h) Bidang manajemen risiko dan pengawasan internal;
 - i) Bidang hukum; dan
 - j) Bidang PKBL;
- 18) Tindakan untuk dan atas nama Pemegang Saham Seri A Dwiwarna yang diberikan oleh Pemegang Saham Seri A Dwiwarna pada Anggota *Holding* yang berasal dari eks BUMN berdasarkan Anggaran Dasar dan Surat Kuasa dari Pemegang Saham Seri A Dwiwarna Anggota *Holding* tersebut.
- c. Kewajiban Direksi
- Dalam pelaksanaan tugas kepengurusan IFG, Direksi memiliki kewajiban sebagai berikut:
- 1) Mengusahakan dan menjamin terlaksananya usaha dan kegiatan IFG sesuai dengan maksud dan tujuan serta kegiatan usahanya;
 - 2) Mengikuti program pengenalan bagi anggota Direksi yang baru yang diselenggarakan oleh IFG;
 - 3) Mengikuti program pelatihan dalam rangka meningkatkan kompetensi anggota Direksi sesuai kebutuhan;
 - 4) Menyiapkan susunan organisasi IFG lengkap dengan perincian dan tugasnya;
 - 5) Menyiapkan RJPP yang merupakan rencana strategis yang memuat sasaran dan tujuan yang hendak dicapai dalam jangka waktu 5 (lima) tahun, yang sekurang-kurangnya memuat:
 - a) Evaluasi pelaksanaan RJPP sebelumnya;
 - b) Posisi IFG saat ini;
 - c) Asumsi-asumsi yang dipakai dalam penyusunan RJPP;
 - d) Penetapan misi, sasaran, strategi, kebijakan, dan program kerja jangka panjang;
 - e) Kerja sama tingkat korporat yang strategis dan/atau berjangka waktu lebih dari 5 (lima) tahun; dan
 - f) Kebijakan penataan dan pengembangan Anggota *Holding* untuk 5 (lima) tahun yang akan datang.
 - 6) Menyiapkan RKAP sebagai penjabaran tahunan dari RJPP, yang sekurang-kurangnya memuat:
 - a) Asumsi dasar penyusunan RKAP (parameter yang digunakan);
 - b) Evaluasi pelaksanaan RKAP sebelumnya;
 - c) Misi, sasaran usaha, strategi usaha, kebijakan IFG, dan program kerja/kegiatan;
 - d) Anggaran IFG yang dirinci atas setiap anggaran program kerja/kegiatan.
 - e) Tingkat kinerja IFG;
 - f) Proyeksi keuangan IFG dan Anggota *Holding*; dan
- g) Human capital;
 - h) Risk management and internal audit;
 - i) Legal affairs; and
 - j) Partnership and Community Development Program (PKBL);
- 18) Taking actions for and on behalf of the Series A Dwiwarna Shareholder, as authorized by the Series A Dwiwarna Shareholder, in respect of Holding Members that were formerly SOEs, based on the Articles of Association and the Power of Attorney granted by the Series A Dwiwarna Shareholder of the respective Holding Members.
- c. Obligations of the Board of Directors
- In executing its duties in managing IFG, the Board of Directors has the following obligations:
- 1) To seek and ensure the implementation of IFG's business and activities in accordance with its purposes and objectives as well as business activities;
 - 2) Participate in the orientation program organized by IFG for newly appointed members of the Board of Directors;
 - 3) Participate in training programs to continuously enhance the competencies of members of the Board of Directors in accordance with organizational needs;
 - 4) Prepare the organizational structure of the IFG, including detailed roles and duties;
 - 5) Prepare the RJPP, which is a strategic plan containing the goals and objectives to be achieved over a period of 5 (five) years, and which must include at least the following:
 - a) An evaluation of the implementation of the previous RJPP;
 - b) IFG's current position;
 - c) The assumptions underlying the preparation of the RJPP;
 - d) The Company's mission, objectives, strategies, policies, and long-term work programs;
 - e) Strategic corporate partnerships and/or cooperation agreements with a term exceeding five (5) years; and
 - f) Policies governing the organization and development of Holding Members over the next five (5) years.
 - 6) Prepare the Company's Work Plan and Budget (RKAP) as the annual implementation of the RJPP, which shall include, at a minimum:
 - a) Basic assumptions for preparing the RKAP (parameters used);
 - b) An evaluation of the implementation of the previous RKAP;
 - c) IFG's mission, business objectives, business strategies, policies, and work programs/activities;
 - d) IFG's budget, detailed for each work program/activity;
 - e) IFG's performance level;
 - f) Financial projections of IFG and its Holding Members; and

- g) Hal-hal lain yang memerlukan keputusan RUPS.
- 7) Menyiapkan dan memberikan penjelasan kepada Dewan Komisaris dan RUPS pada waktunya mengenai RJPP, RKAP, dan perubahannya untuk mendapatkan persetujuan Dewan Komisaris dan pengesahan RUPS;
 - 8) Melaksanakan kewajiban kepada negara tepat waktu dalam hal pembayaran kewajiban pajak (PPh karyawan, PPh Badan, PPN Masa dan Rampung dan PBB) serta penyampaian dokumen kewajiban pada lembaga regulator;
 - 9) Meningkatkan nilai pemegang saham secara konsisten dan berkelanjutan melalui pencapaian target-target yang disepakati serta mampu meningkatkan kinerja IFG dari tahun-tahun sebelumnya;
 - 10) Melaksanakan tanggung jawab sosial IFG untuk mendukung berkelanjutan operasi IFG dan untuk mengantisipasi dampak negatif terhadap masyarakat yang ditimbulkan oleh produk, pelayanan dan proses operasional dari IFG;
 - 11) Menyusun sistem akuntansi sesuai dengan SAK dan berdasarkan prinsip pengendalian internal, terutama fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
 - 12) Menyusun Laporan Keuangan berdasarkan SAK dan menyerahkan kepada Akuntan Publik untuk diaudit;
 - 13) Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap diminta oleh Dewan Komisaris dan pemegang saham;
 - 14) Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh RUPS kepada Menteri yang membidangi Hukum dan HAM;
 - 15) Menyampaikan laporan perubahan susunan pemegang saham, Direksi dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan HAM;
 - 16) Membuat dan memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris, dan Risalah Rapat Direksi, laporan Tahunan dan dokumen keuangan IFG dan dokumen IFG lainnya;
 - 17) Menyusun dan mengusulkan Indikator Pencapaian Kinerja Direksi untuk dimintakan persetujuan Dewan Komisaris dan RUPS;
 - 18) Menyelenggarakan dan menghadiri rapat Direksi, serta menghadiri rapat gabungan baik yang diselenggarakan oleh Direksi maupun yang diselenggarakan oleh Dewan Komisaris;
- g) Other matters requiring approval by the GMS.
- 7) Prepare and provide timely explanations to the Board of Commissioners and the General Meeting of Shareholders regarding the RJPP, RKAP, and any amendments to obtain the approval of the Board of Commissioners and the ratification of the General Meeting of Shareholders;
 - 8) Fulfill the Company's obligations to the State in a timely manner, including the payment of taxes (employee income tax, corporate income tax, periodic and annual VAT, and land and building tax) and the submission of required reports and documents to the relevant regulatory authorities;
 - 9) Consistently enhance shareholder value by achieving agreed performance targets and continuously improving IFG's performance from year to year;
 - 10) Implement IFG's social responsibility initiatives to support the sustainability of its operations and mitigate the adverse impacts of its products, services, and operational activities on the community;
 - 11) Develop an accounting system in accordance with Indonesian Financial Accounting Standards (SAK) and based on sound internal control principles, particularly with respect to management, recording, safeguarding, and oversight functions;
 - 12) Prepare financial statements in accordance with SAK and submit them to an independent Public Accounting Firm (KAP) for audit;
 - 13) Submit periodic reports in the manner and within the timeframe prescribed by applicable regulations, as well as any other reports requested by the Board of Commissioners or the shareholders;
 - 14) Submit the Balance Sheet and Income Statement ratified by the GMS to the Minister responsible for Legal and Human Rights Affairs;
 - 15) Report changes in the composition of shareholders, the Board of Directors, and the Board of Commissioners to the Minister responsible for law and human rights;
 - 16) Prepare and maintain the Shareholders Register, Special Register, minutes of GMS meetings, minutes of meetings of the Board of Commissioners, minutes of meetings of the Board of Directors, the Annual Report, IFG's financial records, and other corporate documents;
 - 17) Develop and propose the Key Performance Indicators (KPIs) for the Board of Directors for approval by the Board of Commissioners and the GMS;
 - 18) Convene and attend meetings of the Board of Directors, as well as joint meetings held by either the Board of Directors or the Board of Commissioners; and

- 19) Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan para pemegang saham;
- 20) Menyusun dan menetapkan *blueprint* organisasi IFG;
- 21) Memformulasikan dan menetapkan *risk appetite*, *risk tolerance* dan *risk limit*;
- 22) Memenuhi KPI yang telah disusun IFG dengan tujuan memastikan pencapaian sasaran strategis, meningkatkan efektivitas pengendalian kinerja, memastikan IFG beroperasi pada koridor risiko yang dapat ditoleransi yang ditetapkan sebelumnya, dan mengakselerasi pertumbuhan kinerja IFG;
- 23) Melaporkan pelaksanaan sistem manajemen kinerja Direksi kepada Dewan Komisaris dan pencapaian kinerja IFG berdasarkan target-target kolektif Direksi maupun pencapaian target kinerja masing-masing Direksi berdasarkan target-target dalam kontrak manajemen;
- 24) Membuat dan menyampaikan laporan manajemen (triwulanan dan tahunan) dan laporan tahunan yang memuat informasi-informasi penting dan relevan secara tepat waktu dan disajikan dengan akurat, jelas, dan objektif serta dengan perlakuan, muatan, dan waktu yang sama kepada semua pemegang saham dan Dewan Komisaris;
- 25) Memenuhi permintaan data dan pengaksesan data dan dokumen perusahaan yang disampaikan oleh Pemegang Saham Seri A Dwiwarna;
- 26) Meminta persetujuan RUPS untuk melakukan tindakan untuk dan atas nama pemegang saham seri A Dwiwarna yang diberikan oleh pemegang saham seri A Dwiwarna pada Anggota *Holding* yang berasal dari eks BUMN berdasarkan anggaran dasar Anggota *Holding* dan Surat Kuasa dari pemegang saham seri A Dwiwarna Anggota *Holding* tersebut, dalam hal:
 - a) Pengangkatan dan pemberhentian anggota Direksi dan anggota Dewan Komisaris;
 - b) Perubahan Anggaran Dasar; dan
 - c) Pengusulan calon anggota Direksi dan calon anggota Dewan Komisaris.
- 27) Melaporkan setiap pelaksanaan tindakan untuk dan atas nama pemegang saham seri A Dwiwarna yang diberikan oleh Pemegang Saham seri A Dwiwarna pada Anggota *Holding* yang berasal dari eks BUMN berdasarkan anggaran dasar Anggota *Holding* dan Surat Kuasa dari Pemegang Saham seri A Dwiwarna Anggota *Holding* tersebut;
- 28) Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam anggaran dasar IFG dan yang ditetapkan oleh RUPS;
- 19) Provide explanations on all matters inquired or requested by members of the Board of Commissioners and shareholders;
- 20) Develop and establish the IFG organizational blueprint;
- 21) Formulate and establish risk appetite, risk tolerance and risk limits.
- 22) Achieve the Key Performance Indicators (KPIs) established by IFG to ensure the attainment of strategic objectives, enhance the effectiveness of performance management, ensure that the Company operates within its established risk tolerance, and accelerate IFG's performance growth;
- 23) Report the implementation of the Board of Directors' performance management system to the Board of Commissioners, including the Company's performance achievements based on the collective performance targets of the Board of Directors as well as the individual performance achievements of each Director under their respective management contracts;
- 24) Prepare and submit the Management Report (quarterly and annual) and the Annual Report on a timely basis, ensuring that they contain material and relevant information presented accurately, clearly, and objectively, and that such information is provided to all shareholders and the Board of Commissioners in a fair and timely manner;
- 25) Fulfill requests from the holder of the Series A Dwiwarna Share for access to corporate data, information, and documents.
- 26) Obtain GMS approval to take actions for and on behalf of the Series A Dwiwarna Shareholder, as authorized by the Series A Dwiwarna Shareholder, in respect of Holding Members that were formerly SOEs, based on the Articles of Association of the respective Holding Member and the Power of Attorney granted by the Series A Dwiwarna Shareholder of such Holding Member, in relation to:
 - a) The appointment and dismissal of members of the Board of Directors and Board of Commissioners;
 - b) Amendments to the Articles of Association; and
 - c) The nomination of candidates for members of the Board of Directors and Board of Commissioners.
- 27) Report each action taken for and on behalf of the Series A Dwiwarna Shareholder, as authorized by the Series A Dwiwarna Shareholder, in respect of Holding Members that were formerly SOEs, based on the Articles of Association of the respective Holding Member and the Power of Attorney granted by the Series A Dwiwarna Shareholder of such Holding Member;
- 28) Perform such other duties as prescribed under IFG's Articles of Association and as determined by the GMS;

29) Menyampaikan KPI Direksi secara kolegal kepada RUPS/Menteri untuk ditetapkan bersamaan dengan penetapan RKAP;

30) Menjabarkan KPI Direksi secara kolegal menjadi KPI Direksi secara individual dan menyampaikan kepada Dewan Komisaris untuk mendapat persetujuan;

31) Menyampaikan laporan tingkat kesehatan kepada Pemegang Saham sesuai dengan ketentuan yang berlaku;

32) Memastikan dilaksanakannya penilaian terhadap pelaksanaan dan penerapan tata kelola perusahaan yang baik;

33) Menetapkan rencana strategis teknologi informasi; dan

34) Menandatangani kontrak manajemen tahunan yang memuat target kinerja Direksi secara kolegal. Khusus kontrak manajemen tahunan memuat target kinerja Direksi secara individu ditandatangani oleh anggota Direksi yang bersangkutan.

d. Hak Direksi

Dalam pelaksanaan tugas kepengurusan IFG, Direksi memiliki hak sebagai berikut:

1) Menerima Penghasilan sesuai dengan ketentuan yang jumlahnya ditetapkan oleh RUPS dengan memperhatikan peraturan perundang-undangan;

2) Menerima penghasilan yang berupa gaji atau honorarium, tunjangan, dan fasilitas yang bersifat tetap dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan perusahaan, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan;

3) Menerima tantiem/insentif kinerja/LTI yang bersifat variabel (*merit rating*) dengan mempertimbangkan faktor kinerja dan kemampuan keuangan perusahaan, serta faktor lain yang relevan;

4) Dalam hal perhitungan gaji atau honorarium menyebabkan gaji atau honorarium lebih rendah dari pada tahun sebelumnya maka gaji atau honorarium yang dipakai untuk yang bersangkutan dapat ditetapkan sama dengan gaji atau honorarium tahun sebelumnya;

5) Bila IFG mencapai tingkat keuntungan, maka Direksi dapat menerima tantiem sebagai imbalan atas prestasi kerja yang besarnya ditetapkan oleh RUPS;

6) Dalam hal IFG tidak mempunyai laba bersih namun menunjukkan peningkatan kinerja yang ditunjukkan dengan pencapaian target yang harus dicapai, maka IFG dapat memberikan tantiem untuk anggota Direksi sepanjang telah dianggarkan dan diperhitungkan sebagai biaya;

29) Submit the collective Key Performance Indicators (KPIs) of the Board of Directors to the GMS/ the Minister for approval concurrently with the approval of the Company's Work Plan and Budget (RKAP);

30) Develop individual KPIs for each Director based on the collective KPIs of the Board of Directors and submit them to the Board of Commissioners for approval.

31) Submit the Company's soundness level report to the shareholders in accordance with applicable regulations;

32) Ensure that an assessment of the implementation and application of Good Corporate Governance is conducted;

33) Establish the Company's information technology strategic plan; and

34) Sign the annual management contract containing the collective performance targets of the Board of Directors. Sign the annual management contract containing the individual performance targets applicable to the respective Director.

d. Rights of the Board of Directors

In conducting its duties in managing IFG, the Board of Directors has rights to:

1) Receive income in accordance with the applicable provisions, the amount of which is determined by the GMS with due regard to applicable laws and regulations;

2) Receive income in the form of salary or honorarium, allowances, and facilities that are fixed by considering business scale factors, business complexity factors, inflation rates, conditions and financial capabilities of the company, and other relevant factors, and must not conflict with laws and regulations;

3) Receive bonus/performance incentive/LTI that is variable (*merit rating*) by considering performance factors and the company's financial capability, as well as other relevant factors;

4) In the event that the calculation of salary or honorarium causes the salary or honorarium to be lower than the previous year, the salary or honorarium used for the person concerned may be set equal to the salary or honorarium of the previous year;

5) In the event that IFG achieves a certain profit level, the Board of Directors may receive a performance bonus as compensation for outstanding performance, the amount of which is determined by the General Meeting of Shareholders;

6) In the event that IFG does not have net income but demonstrates improved performance as evidenced by the achievement of required targets, IFG may grant performance bonuses to members of the Board of Directors provided that such bonuses have been budgeted and accounted for as expenses;

- 7) Memperoleh cuti sesuai ketentuan IFG; dan
- 8) Menggunakan sarana dan tenaga profesional, kecuali ditentukan lain melalui kebijakan/peraturan, Direksi dapat mengangkat staf ahli berdasarkan kebijakan/peraturan yang berlaku.

- 7) Be entitled to leave in accordance with the Company's policies; and
- 8) Utilize facilities and professional personnel. Unless otherwise stipulated by applicable policies/regulations, the Board of Directors may appoint expert staff in accordance with applicable policies/regulations.

Jumlah, Komposisi dan Susunan Direksi Tahun 2025

Sebagaimana disampaikan dalam Laporan Tahunan Perseroan Tahun 2025, pada tahun 2025, tidak terdapat perubahan komposisi dan susunan Anggota Direksi. Per 31 Desember 2025, Direksi IFG beranggotakan 5 (lima) orang dengan salah satunya menjabat sebagai Direktur Utama. Jumlah dan komposisi tersebut telah memenuhi ketentuan Pasal 92, Undang-Undang tentang Perseroan Terbatas, yang mengatur bahwa Perseroan yang kegiatan usahanya berkaitan dengan menghimpun dan/atau mengelola dana masyarakat, Perseroan yang menerbitkan surat pengakuan utang kepada masyarakat, atau Perseroan Terbuka, wajib mempunyai paling sedikit 2 (dua) orang anggota Direksi. Komposisi anggota Direksi IFG per 31 Desember 2025 selengkapnya adalah sebagai berikut:

Number, Composition, and Structure of the Board of Directors in 2025

As disclosed in the Company's 2025 Annual Report, there were no changes to the composition and structure of the Board of Directors during 2025. As of December 31, 2025, IFG's Board of Directors consisted of 5 (five) members, one of whom served as President Director. The number and composition have fulfilled the provisions of Article 92 of the Law on Limited Liability Companies, which stipulates that a Company whose business activities involve raising and/or managing public funds, a Company that issues debt securities to the public, or a Public Company is required to have at least 2 (two) members of the Board of Directors. The complete composition of IFG's Board of Directors as of December 31, 2025 is presented below:

Tabel Komposisi dan Susunan Direksi per 31 Desember 2025

Table of the Composition and Structure of the Board of Directors as of December 31, 2025

Nama Name	Jabatan Position	Masa Jabatan Term of Office	Periode Jabatan Term	Dasar Pengangkatan Basis of Appointment
Hexana Tri Sasongko	Direktur Utama President Director	4 Juni 2021 - RUPS 2026 June 4, 2021 - 2026 GMS	Ke-1 1st	• Diangkat sebagai Wakil Direktur Utama berdasarkan Keputusan Menteri BUMN selaku RUPS Perusahaan IFG No. SK-186/MBU/06/2021 tanggal 4 Juni 2021. • Diangkat sebagai Direktur Utama berdasarkan Keputusan Menteri BUMN selaku RUPS IFG Nomor SK-57/MBU/03/2023 tanggal 21 Maret 2023. • Appointed as Deputy President Director pursuant to the Decision of the Minister of State-Owned Enterprises, acting as the General Meeting of Shareholders of IFG, No. SK-186/MBU/06/2021 dated June 4, 2021. • Appointed as President Director pursuant to the Decision of the Minister of State-Owned Enterprises acting as the General Meeting of Shareholders of IFG No. SK-57/MBU/03/2023 dated March 21, 2023.
Haru Koesmahargyo	Wakil Direktur Utama Vice President Director	21 Maret 2023- RUPS 2028 March 21, 2023 - 2028 GMS	Ke-1 1st	• Diangkat sebagai Wakil Direktur Utama berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia No. SK-57/MBU/03/2023 tanggal 21 Maret 2023. • Appointed as Vice President Director based on the Copy of the Decree of the Minister of State-Owned Enterprises as the General Meeting of Shareholders of Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia No. SK-57/MBU/03/2023 dated March 21, 2023.

Tabel Komposisi dan Susunan Direksi per 31 Desember 2025

Table of the Composition and Structure of the Board of Directors as of December 31, 2025

Nama Name	Jabatan Position	Masa Jabatan Term of Office	Periode Jabatan Term	Dasar Pengangkatan Basis of Appointment
Rizal Ariansyah*)	Direktur SDM Director of Human Capital	11 Februari 2025 - RUPS Tahunan ke-5 February 11, 2025 - 5th Annual GMS	Ke-2 2nd	• Diangkat sebagai Direktur Keuangan dan Umum berdasarkan Keputusan Menteri BUMN selaku RUPS IFG Nomor SK-46/MBU/02/2020 tanggal 11 Februari 2020. • Perubahan nomenklatur menjadi Direktur Keuangan, Manajemen Risiko dan Umum berdasarkan Keputusan Menteri BUMN selaku RUPS IFG Nomor SK-186/MBU/06/2021 tanggal 4 Juni 2021. • Perubahan nomenklatur menjadi Direktur SDM berdasarkan Keputusan Menteri BUMN selaku RUPS IFG Nomor SK-216/MBU/09/2022 tanggal 26 September 2022. • Diangkat untuk periode ke-2 sebagai Direktur SDM berdasarkan Keputusan Menteri BUMN selaku RUPS IFG Nomor SK-31/MBU/02/2025 tanggal 10 Februari 2025. • Appointed as Director of Finance based on the Decree of the Minister of SOEs as the GMS of IFG Number SK-46/MBU/02/2020 dated February 11, 2020. • The change in nomenclature to Director of Finance, Risk Management, and General Affairs according to the Decree of the Minister of State-Owned Enterprises, acting as the IFG General Meeting of Shareholders, No. SK-186/MBU/06/2021, dated June 4, 2021. • The change in nomenclature to Director of Human Capital according to the Decree of the Minister of State-Owned Enterprises, acting as the IFG General Meeting of Shareholders, No. SK-216/MBU/09/2022, dated September 26, 2022. • Appointed to a second term as Director of Human Resources pursuant to the Decree of the Minister of State-Owned Enterprises, acting as the General Meeting of Shareholders of IFG, No. SK-31/MBU/02/2025, dated February 10, 2025.
Rianto Ahmadi	Direktur Teknik selaku Plt. Direktur Bisnis Technical Director concurrently as Acting Business Director	20 September 2021 – RUPS Tahun 2026 September 20, 2021 - 2026 GMS	Ke-1 1st	Diangkat sebagai Direktur Teknik berdasarkan Keputusan Menteri BUMN selaku RUPS Perusahaan IFG No. SK-313/MBU/09/2021 tanggal 20 September 2021. Appointed as Technical Director based on the Decree of the Minister of State-Owned Enterprises as the GMS of IFG No. SK-313/MBU/09/2021 dated September 20, 2021.
Heru Handayanto	Direktur Keuangan Director of Finance	26 September 2022 - RUPS Tahun 2027 September 26, 2022 - 2027 GMS	Ke-1 1st	Diangkat sebagai Direktur Keuangan berdasarkan Keputusan Menteri BUMN selaku RUPS Perusahaan IFG No. SK-216/MBU/09/2022 tanggal 26 September 2022. Appointed as Director of Finance based on the Decree of the Minister of State-Owned Enterprises as the GMS of IFG No. SK-216/MBU/09/2022 dated September 26, 2022.

*) Pada tahun 2025 masih dalam proses Penilaian Kemampuan dan Kepatutan OJK yang telah disetujui di tahun 2026.

*) As of 2025, the OJK's Fit and Proper Test was still in progress; it is approved in 2026.

PENGEMBANGAN KOMPETENSI PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.2] [GRI 2-17]

Selama tahun 2025, Dewan Komisaris dan Direksi telah mengikuti pengembangan kompetensi di bidang keberlanjutan sebagai berikut:

COMPETENCY DEVELOPMENT FOR SUSTAINABLE FINANCE IMPLEMENTATION [OJK E.2] [GRI 2-17]

Throughout 2025, the Board of Commissioners and Board of Directors participated in the following sustainability-related competency development programs:

Dewan Komisaris*) Board of Commissioners*)

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Fauzi Ichsan	Sertifikasi Certification	Sertifikasi Manajemen Risiko Jenjang 4 Level 4 Risk Management Certification	26 – 27 November 2025 November 26– 27, 2025	IFG Corporate University
Fauzi Ichsan	Non Pelatihan Non-Training	IIA Conference 2025	27 – 28 Agustus 2025 August 27 – 28, 2025	IIA Indonesia
Fauzi Ichsan	Pelatihan Training	<i>Enhancing Risk Culture and Governance Excellence for Top Level Management</i>	20 – 21 November 2025 November 20– 21, 2025	IFG Corporate University
Masyita Crystallin	Pelatihan Training	<i>Workshop Braincamp 1: Thinking for Human</i>	26 April, 2 – 3 Mei 2025 April 26, May 2-3, 2025	Wakeupcall.id
Masyita Crystallin	Non Pelatihan Non-Training	IIA Conference 2025	27 – 28 Agustus 2025 August 27 – 28, 2025	IIA Indonesia
Nasrudin	Pelatihan Training	<i>Workshop Fundamental of Risk Management</i>	14 – 15 Juli 2025 July 14 – 15, 2025	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
Nasrudin	Non Pelatihan Non-Training	Konferensi Audit Internal 2025 Internal Audit Conference 2025	2 – 4 Juli 2025 July 2 – 4, 2025	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
Nasrudin	Non Pelatihan Non-Training	GRC Summit 2025	21 – 22 Agustus 2025 August 21 – 22, 2025	Enterprise Risk Management Academy (ERMA)
Nasrudin	Non Pelatihan Non-Training	IIA Conference 2025	27 – 28 Agustus 2025 August 27 – 28, 2025	IIA Indonesia
Nasrudin	Pelatihan Training	<i>Enhancing Risk Culture and Governance Excellence for Top Level Management</i>	20 – 21 November 2025 November 20– 21, 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
Nasrudin	Non Pelatihan Non-Training	<i>Risk Beyond 2025</i>	4 – 5 Desember 2025 December 4 – 5, 2025	Enterprise Risk Management Academy (ERMA)
Nasrudin	Sertifikasi Certification	<i>Professional Recognition Program (PRP)</i> Qualified Internal Auditor	3 – 4 Oktober 2025 October 3 – 4, 2025	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
Nasrudin	Sertifikasi Certification	<i>Professional Recognition Program (PRP)</i> Qualified Government Internal Auditor	17 – 18 Oktober 2025 October 17 – 18, 2025	Yayasan Pendidikan Internal Audit Internal Audit Education Foundation
Nasrudin	Sertifikasi Certification	Sertifikasi Manajemen Risiko Jenjang 4 Level 4 Risk Management Certification	26 – 27 November 2025 November 26– 27, 2025	IFG Corporate University

Dewan Komisaris*)
Board of Commissioners*)

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Sumiyati	Konferensi dan Pelatihan Conference and Training	Konferensi Audit Internal 2025 Internal Audit Conference 2025	2 – 4 Juli 2025 July 2 – 4, 2025	YPIA
Sumiyati	Non Pelatihan Non-Training	GRC <i>Summit</i> 2025	21 – 22 Agustus 2025 August 21 – 22, 2025	Enterprise Risk Management Academy (ERMA)
Sumiyati	Non Pelatihan Non-Training	IIA <i>Conference</i> 2025	27 – 28 Agustus 2025 August 27 – 28, 2025	IIA Indonesia
Sumiyati	Pelatihan Training	<i>Enhancing Risk Culture and Governance Excellence for Top Level Management</i>	20 – 21 November 2025 November 20– 21, 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
Sumiyati	Non Pelatihan Non-Training	<i>Risk Beyond 2025</i>	4 – 5 Desember 2025 December 4 – 5, 2025	Enterprise Risk Management Academy (ERMA)
Sumiyati	Sertifikasi Certification	Sertifikasi Manajemen Risiko Jenjang 4 Level 4 Risk Management Certification	26 – 27 November 2025 November 26– 27, 2025	IFG Corporate University

*)seluruh anggota Dewan Komisaris yang menjabat selama tahun 2025

*) All members of the Board of Commissioners who served during 2025.

Direksi
Board of Directors

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Hexana Tri Sasongko	Non Pelatihan Non-Training	HC <i>Strategic Forum</i>	10 Desember 2025 December 10, 2025	Indonesia Financial Group
Hexana Tri Sasongko	Non Pelatihan Non-Training	SKAI <i>Talk</i>	22 Mei 2025 May 22, 2025	Indonesia Financial Group
Hexana Tri Sasongko	Non Pelatihan Non-Training	<i>Advanced Technologies Implementation to Unlock Enterprise Productivity</i>	18 November 2025 November 18, 2025	Pertamina
Hexana Tri Sasongko	Non Pelatihan Non-Training	Dialog Akhir Tahun antara Anggota Dewan Komisiner dan Industri Jasa Keuangan Tahun 2025 2025 Year-End Dialogue between Members of the Board of Commissioners and the Financial Services Industry	4 Desember 2025 December 04, 2025	OJK
Hexana Tri Sasongko	Non Pelatihan Non-Training	<i>Thought Leadership IFG Empowering Transformation: Lessons in Leadership, Discipline, Scale & Impact</i>	12 Desember 2025 December 12, 2025	Indonesia Financial Group
Haru Koesmahargyo	Non Pelatihan Non-Training	<i>Capita Selecta: Recovery Plan</i> / Penanganan Masalah Bank Umum Capita Selecta: Recovery Plan / Resolution of Commercial Bank Issues	22 September 2025 September 22, 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute

Direksi
Board of Directors

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Materials	Tempat/Tanggal Place/Date	Penyelenggara Organizer
Haru Koesmahargyo	Non Pelatihan Non-Training	HC <i>Strategic Forum</i>	10 Desember 2025 December 10, 2025	Indonesia Financial Group
Haru Koesmahargyo		<i>Driving Sustainable Growth: Leading with Innovation and ESG Principles</i>	22 September 2025 September 22, 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
Haru Koesmahargyo	Non Pelatihan Non-Training	<i>CPMA as Strategic Partner: Driving Organizational Performance</i>	23 Agustus 2025 August 23, 2025	Institut Akuntan Manajemen Indonesia
Haru Koesmahargyo	Non Pelatihan Non-Training	Pengembangan Kebijakan Makroekonomi, Fiskal, dan Sektor Keuangan yang Tanggap Iklim di Indonesia Development of Climate-Responsive Macroeconomic, Fiscal, and Financial Sector Policies in Indonesia	11 November 2025 November 11, 2025	Universitas Islam Internasional Indonesia (UIII) Indonesian International Islamic University (UIII)
Haru Koesmahargyo	Non Pelatihan Non-Training	<i>Insurance & Guarantee Sector Update: IFG's Strategic Role and Opportunities in Insurance Sector</i>	13 Agustus 2025 August 13, 2025	Verdhana Sekuritas Indonesia
Rianto Ahmadi	Non Pelatihan Non-Training	8th <i>Indonesian Actuaries Summit 2025</i>	24 – 26 Juli 2025 July 24 – 26, 2025	Persatuan Aktuaris Indonesia Indonesian International Islamic University (UIII)
Rianto Ahmadi	Pelatihan Training	<i>Chief Business Development Officer</i>	13 Agustus – Desember 2025 August 13 – December 2025	Danantara
Rianto Ahmadi	Sertifikasi Certification	Sertifikasi Manajemen Risiko Jenjang 4 Level 4 Risk Management Certification	6 – 9 Oktober 2025 October 6 – 9, 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
Rianto Ahmadi	Non Pelatihan Non-Training	<i>Risk Beyond 2025</i>	4 – 5 Desember 2025 December 4 – 5, 2025	Enterprise Risk Management Academy (ERMA)
Rianto Ahmadi	Non Pelatihan Non-Training	HC <i>Strategic Forum</i>	10 Desember 2025 December 10, 2025	Indonesia Financial Group
Rizal Ariansyah	Sertifikasi Certification	Sertifikasi Manajemen Risiko Jenjang 4 Level 4 Risk Management Certification	1 – 7 Juli 2025 July, 1 – 7 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
Rizal Ariansyah	Non Pelatihan Non-Training	HC <i>Strategic Forum</i>	10 Desember 2025 December 10, 2025	Indonesia Financial Group
Heru Handayanto	Sertifikasi Certification	Sertifikasi Manajemen Risiko Jenjang 4 Level 4 Risk Management Certification	6 – 9 Oktober 2025 October 6 – 9, 2025	Lembaga Pengembangan Perbankan Indonesia Indonesian Banking Development Institute
Heru Handayanto	Pelatihan Training	SAK <i>for Executive</i>	11 – 12 Desember 2025 December 11 – 12, 2025	Ikatan Akuntan Indonesia The Institute of Indonesia Chartered Accountants

PENILAIAN RISIKO ATAS PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.3]

IFG menyadari bahwa dalam menjalankan kegiatan operasional usahanya, Perseroan menghadapi berbagai risiko yang berpotensi menghambat pencapaian kinerja dan target strategis yang telah ditetapkan. Untuk meminimalkan risiko serta dampak yang mungkin timbul, Perseroan melaksanakan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko secara terintegrasi, termasuk risiko keuangan berkelanjutan yang bersumber dari seluruh kegiatan organisasi. Proses tersebut dilakukan melalui penerapan kerangka Manajemen Risiko Perusahaan yang efektif, yang memberikan gambaran dinamis mengenai profil risiko yang dihadapi Perseroan.

1. Tugas dan Tanggung Jawab

Pengelola Manajemen Risiko memiliki tugas dan tanggung jawab untuk memberikan pertimbangan pengambilan keputusan dalam menangani pekerjaan baru yang belum pernah dikerjakan oleh Perusahaan sebelumnya maupun seluruh kegiatan yang dilakukan di seluruh unit kerja. Uraian tugas pengelola Manajemen Risiko selengkapnya adalah sebagai berikut:

- Membuat, melaksanakan, dan memonitor rencana program kerja Divisi Manajemen Risiko;
- Menyusun, mereviu dan/atau melakukan evaluasi pedoman strategis pengelolaan manajemen risiko operasional, pengadaan barang dan jasa dan/atau kebijakan yang akan diberlakukan di Perusahaan dan Anggota Holding;
- Melakukan identifikasi, pengukuran, mitigasi risiko dan pengendalian risiko di Perusahaan dan Anggota Holding serta melaporkannya secara berkala;
- Melakukan pemeriksaan kepatuhan atas semua usulan dan/atau Internal Memo yang diajukan kepada Direksi untuk mendapatkan persetujuan sesuai dengan peraturan internal Perusahaan;
- Membuat evaluasi risiko Perusahaan sehubungan dengan kegiatan aksi korporasi Perusahaan;
- Mereviu dan mengevaluasi pelaksanaan manajemen mutu Perusahaan untuk melakukan identifikasi, perolehan dan penerapan sertifikasi internasional/regional/nasional yang diperlukan oleh Perusahaan untuk memperoleh pengakuan standar secara internasional/regional/nasional;
- Membuat, mereviu, mengadministrasikan, mengelola dan mengevaluasi seluruh kebijakan dan SOP;
- Melakukan pemeriksaan, penyelarasan dan memberikan rekomendasi atas penyusunan kebijakan dan SOP di seluruh unit kerja Perusahaan, termasuk kesesuaian dengan peraturan perundang-undangan;
- Melakukan penyusunan, penyelarasan dan penetapan *Service Level Agreement* (SLA) pada seluruh Direktorat;
- Melakukan pengukuran terhadap pemahaman karyawan terkait kebijakan yang berlaku di Perusahaan;
- Melakukan evaluasi secara periodik atas kebijakan dan SPO dari seluruh Direktorat dan menyampaikannya kepada Direktur terkait;

RISK ASSESSMENT OF SUSTAINABLE FINANCE IMPLEMENTATION [OJK E.3]

IFG recognizes that in carrying out its business operations, the Company is exposed to various risks that may potentially hinder the achievement of its established performance and strategic targets. To minimize these risks and their potential impacts, the Company carries out integrated risk identification, measurement, monitoring, and control processes, including sustainable finance risks arising from all organizational activities. These processes are carried out through the implementation of an effective Enterprise Risk Management framework, which provides a dynamic overview of the Company's risk profile.

1. Duties and Responsibilities

The Risk Management function has the duties and responsibilities of providing input for decision-making in handling new activities that have not previously been undertaken by the Company, as well as activities carried out across all work units. The duties of the Risk Management function are described in further detail as follows:

- Preparing, implementing, and monitoring the Risk Management Division's work program plan;
- Preparing, reviewing, and/or evaluating strategic guidelines for operational risk management, procurement of goods and services, and/or policies to be implemented within the Company and its Holding Members;
- Identifying, measuring, mitigating, and controlling risks within the Company and its Holding Members and reporting them periodically;
- Conducting compliance reviews of all proposals and/or Internal Memos submitted to the Board of Directors for approval in accordance with the Company's internal regulations;
- Conducting evaluations of the Company's risks in relation to its corporate actions;
- Reviewing and evaluating the implementation of the Company's quality management to identify, obtain, and implement international/regional/national certifications required by the Company to obtain recognition of international/regional/national standards;
- Preparing, reviewing, administering, managing, and evaluating all policies and Standard Operating Procedures (SOP);
- Reviewing, aligning, and providing recommendations on the preparation of policies and SOP across all work units of the Company, including their compliance with applicable laws and regulations;
- Preparing, aligning, and establishing Service Level Agreements (SLAs) across all Directorates;
- Measuring employees' understanding of the policies applicable within the Company;
- Periodically evaluating policies and SPO across all Directorates and submitting the results to the relevant Director;

- l. Mengajukan, mempersiapkan, membuat analisa dan membuat Internal Memo sehubungan dengan adanya permohonan dari Anggota *Holding* terkait kegiatan manajemen risiko di Anggota *Holding* untuk dapat ditindaklanjuti kepada Direktur Keuangan dan Umum;
 - m. Membuat laporan terkait kegiatan yang dilakukan oleh Divisi Manajemen Risiko kepada Direktur Keuangan dan Umum secara berkala;
 - n. Melakukan pembinaan dan pengawasan langsung terhadap karyawan-karyawan di dalam Divisi Manajemen Risiko; dan
 - o. Menyelesaikan segala pekerjaan yang tertunda (*pending matters*) dan menyelesaikan tindak lanjut temuan audit.
2. Pihak yang Mengangkat dan Memberhentikan Kepala Divisi Manajemen Risiko
Kepala Divisi Manajemen Risiko diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan dari Dewan Komisaris.
 3. Profil Risiko Tahun 2025 dan Mitigasinya
Perusahaan telah mengklasifikasi profil risiko dan mitigasi yang telah dilakukan sepanjang tahun 2025 sebagai berikut:
- l. Submitting and preparing proposals, conducting analyses, and preparing Internal Memos in response to requests from Holding Members concerning risk management activities within the respective Holding Members for further submission to the Director of Finance and General Affairs;
 - m. Preparing periodic reports on activities carried out by the Risk Management Division for submission to the Director of Finance and General Affairs;
 - n. Providing direct guidance and supervision to employees within the Risk Management Division; and
 - o. Resolving all pending matters and completing follow-up actions on audit findings.
2. Party Authorized to Appoint and Dismiss the Head of the Risk Management Division
The Head of the Risk Management Division is appointed and dismissed by the President Director upon obtaining approval from the Board of Commissioners.
 3. 2025 Risk Profile and Mitigation
The Company has classified its risk profile and the mitigation measures implemented throughout 2025 as follows:

ID Risk	Peristiwa Risiko Risk Event	Realisasi Risiko Residual Risk Realization	Rata-Rata Penyelesaian Mitigasi Average Mitigation Completion
R1	Rasio <i>profit margin</i> yang tidak optimal akibat ketergantungan dengan broker Suboptimal profit margin ratio due to dependence on brokers	Low	100%
R2	Kerugian bisnis reasuransi terkait kontrak reasuransi dan perhitungan cadangan teknis Reinsurance business losses related to reinsurance contracts and technical reserve calculations	Low to Moderate	80%
R3	Produk tidak menguntungkan (khususnya terkait tren penurunan profitabilitas bisnis penugasan) Unprofitable products (particularly related to the trend of declining profitability in the ceding business)	Moderate	98%
R4	Peningkatan klaim di luar ketentuan pada asuransi sosial Increase in claims exceeding social insurance limits	Low	100%
R5	Piutang jatuh tempo tidak terbayar Overdue receivable	Moderate to High	100%
R6	Kekalahan persaingan usaha akibat pesatnya perkembangan digitalisasi Loss of competitive edge due to rapid digitalization	Low to Moderate	90%
R7	Pendapatan dari produk andalan menurun khususnya dari KUR Revenue from flagship products is declining, particularly from KUR	Moderate	100%
R8	<i>Partnership bancassurance</i> tidak memenuhi target Bancassurance partnership did not meet targets	Low	100%
R9	Pertumbuhan <i>Corporate Sales-Worksite</i> tidak terpenuhi Corporate Sales-Worksite growth targets were not met	Low	100%
R10	Ketergantungan pada pasar yang stagnan dalam pengembangan produk MTPL Reliance on a stagnant market for MTPL product development	Low	100%
R11	Penetrasi pasar baru untuk produk-produk inovatif tidak terpenuhi New market penetration for innovative products has not been achieved	Moderate	96%
R12	Bisnis properti dan CMI tidak memenuhi target The real estate and CMI businesses did not meet their targets	Low	82%

ID Risk	Peristiwa Risiko Risk Event	Realisasi Risiko Residual Risk Realization	Rata-Rata Penyelesaian Mitigasi Average Mitigation Completion
R13	Kegagalan menjalankan proyek strategis untuk memenuhi persyaratan regulasi (khususnya terkait <i>spin-off syariah</i>) Failure to execute strategic projects to meet regulatory requirements (particularly regarding Sharia spin-offs)	Low to Moderate	100%
R14	Model bisnis IFG yang tidak mampu mengikuti perubahan regulasi atau lanskap industri penjaminan IFG's business model is unable to keep pace with changes in regulations or the guarantee industry landscape	Moderate	100%
R15	Tidak terselesaikannya pengalihan/penyelesaian aset ex-Jiwasraya sesuai target Failure to complete the transfer/settlement of former Jiwasraya assets as targeted	High	100%
R16	Keterlambatan penyelesaian dan penyampaian laporan keuangan <i>audited</i> dan tidak diperolehnya opini Kantor Akuntan Publik (KAP) wajar tanpa pengecualian (WTP) Delays in finalizing and submitting audited financial statements and failure to obtain an unqualified opinion (WTP) from a Public Accounting Firm (KAP)	High	82%
R17	Peningkatan klaim melebihi target khususnya didorong oleh faktor eksternal (seperti cuaca) yang semakin ekstrem An increase in claims exceeding the target, driven primarily by increasingly extreme external factors (such as weather)	Low to Moderate	99%
R18	Kegagalan operasional terkait proses bisnis di anak perusahaan (cabang) yang masih manual Operational failures related to business processes at subsidiaries (branches) that are still manual	Moderate to High	100%
R19	Rencana sinergi, <i>cross-selling</i> , tidak berjalan sesuai dengan rencana Synergy and cross-selling plans are not proceeding as planned	Moderate to High	85%
R20	Kegagalan penerapan budaya perusahaan – <i>customer centricity</i> Failure to implement a customer-centric corporate culture	Moderate	95%
R21	Lemahnya <i>branding</i> One by IFG Weak branding of One by IFG	Low to Moderate	98%
R22	Skor kepuasan pelanggan di bawah standar Customer satisfaction scores below standard	Low to Moderate	100%
R23	Kebocoran informasi kritis IFG Leakage of critical IFG information	Low to Moderate	100%
R24	Pelanggaran terhadap prinsip tata kelola khususnya dengan semakin menguatnya perhatian regulator terhadap tata kelola terintegrasi Violations of governance principles, particularly given the growing regulatory focus on integrated governance	High	100%
R25	Munculnya tuntutan terhadap pihak IFG akibat pelanggaran kontrak, misrepresentasi atau fraud Claims against IFG arising from breach of contract, misrepresentation, or fraud	Moderate to High	99%
R26	Tidak optimalnya pengelolaan investasi Suboptimal investment management	Low	98%

4. Evaluasi Atas Efektivitas Sistem Manajemen Risiko oleh Direksi dan/atau Dewan Komisaris

Dewan Komisaris dan Direksi senantiasa mengevaluasi efektivitas manajemen risiko IFG. Proses ini didukung oleh Komite Manajemen Risiko (di bawah Direksi) dan Komite Pemantau Risiko (di bawah Dewan Komisaris), serta melalui rapat-rapat koordinasi yang memerlukan persetujuan kedua belah pihak terkait kebijakan manajemen risiko. Evaluasi atas efektivitas manajemen risiko tersebut dirumuskan sebagai berikut:

4. Evaluation of the Effectiveness of the Risk Management System by the Board of Directors and/or Board of Commissioners

The Board of Commissioners and Board of Directors continuously evaluate the effectiveness of IFG's risk management. This process is supported by the Risk Management Committee (under the Board of Directors) and the Risk Monitoring Committee (under the Board of Commissioners), as well as through coordination meetings requiring the approval of both parties in relation to risk management policies. The evaluation of risk management effectiveness includes the following:

- a. Pengelolaan untuk setiap risiko utama yang dicantumkan dalam dokumen Rencana Kerja dan Anggaran Perusahaan (RKAP) dan dipantau realisasi secara triwulanan yang dicantumkan dalam laporan manajemen triwulanan yang keseluruhan disetujui oleh Direksi dan Dewan Komisaris.
- b. Pengelolaan untuk setiap risiko utama yang dicantumkan dalam dokumen Rencana Jangka Panjang Perusahaan (RJPP) yang disetujui Direksi dan Dewan Komisaris.
- c. Pencapaian peringkat komposit risiko triwulanan yang berasal dari indikator pencapaian kinerja dan kualitas penerapan manajemen risiko berdasarkan Salinan Keputusan (SK) Deputi Keuangan dan Manajemen Risiko KBUMN yaitu SK-7/DKU.MBU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko BUMN.
- d. Evaluasi kebijakan ambang batas kewenangan transaksi atas aksi korporasi IFG.
- e. Pemenuhan implementasi atas pedoman strategis yang telah ditetapkan di tahun sebelumnya untuk diturunkan ke Anggota *Holding*.
- f. Penetapan *Financial Contingency Plan* (Rencana Darurat Keuangan).
- g. Pelaksanaan *Risk Maturity Index* (RMI).
- h. Pelaksanaan pelaporan *Loss Event Database* (LED)

Evaluasi dan pembaruan kebijakan, prosedur, serta metodologi dilakukan secara berkala untuk memastikan kesesuaiannya dengan peraturan dan kondisi operasional. Efektivitas penerapan manajemen risiko dievaluasi melalui laporan periodik yang disampaikan kepada Dewan Komisaris dan Direksi antara lain Laporan Profil Risiko, Laporan Risiko Utama, serta laporan terkait lainnya. Seluruh proses evaluasi, khususnya pembaruan kebijakan, prosedur, dan metodologi, dilakukan secara rutin agar tetap selaras dengan ketentuan

Badan Pengaturan BUMN, Otoritas Jasa Keuangan (OJK), dan kondisi operasional terkini IFG.

Sebagai entitas konglomerasi, penilaian juga dilakukan oleh Dewan Komisaris, Direksi, dan komite di bawah keduanya terhadap pelaksanaan manajemen risiko terintegrasi. Anggota *Holding* umumnya menerapkan manajemen risiko melalui Unit Manajemen Risiko masing-masing, sementara koordinasi terintegrasi tetap dijalankan oleh Unit Manajemen Risiko IFG di entitas induk. Dewan Komisaris dan Direksi pada setiap Anggota *Holding* aktif memantau dan mengevaluasi melalui laporan yang diserahkan oleh masing-masing entitas, yang kemudian menjadi bahan pertimbangan dalam penetapan kebijakan pada tingkat *Holding*. Setiap laporan dari Anggota *Holding* juga diterima dan ditelaah oleh Unit Manajemen Risiko IFG. Perseroan senantiasa berkoordinasi dengan Anggota *Holding* untuk memastikan penerapan manajemen risiko selaras dengan kebijakan IFG.

- a. Management of each key risk set out in the Company's Work Plan and Budget (RKAP), with its realization monitored quarterly and presented in the quarterly management reports, all of which are approved by the Board of Directors and Board of Commissioners.
- b. Management of each key risk set out in the Long-Term Corporate Plan (RJPP), as approved by the Board of Directors and Board of Commissioners.
- c. Achievement of the quarterly composite risk rating based on performance achievement indicators and the quality of risk management implementation pursuant to a copy of Decree (SK) of the Deputy for Finance and Risk Management of the Ministry of SOEs, namely SK-7/DKU.MBU/10/2023 concerning Technical Guidelines for SOE Risk Management Reporting.
- d. Evaluation of the transaction authority threshold policy for IFG's corporate actions.
- e. Fulfillment of the implementation of strategic guidelines established in the previous year for implementation by holding members.
- f. Establishment of the Financial Contingency Plan.
- g. Implementation of the Risk Maturity Index (RMI).
- h. Implementation of Loss Event Database (LED) reporting.

Policies, procedures, and methodologies are periodically evaluated and updated to ensure their alignment with regulations and operational conditions. The effectiveness of risk management implementation is evaluated through periodic reports submitted to the Board of Commissioners and Board of Directors, including the Risk Profile Report, Key Risk Report, and other relevant reports. All evaluation processes, particularly updates to policies, procedures, and methodologies, are conducted regularly to ensure continued alignment with the provisions

of the SOE Regulatory Agency, the Financial Services Authority (OJK), and IFG's latest operational conditions.

As a conglomerate entity, the implementation of integrated risk management is also assessed by the Board of Commissioners, Board of Directors, and their respective committees. Holding Members generally implement risk management through their respective Risk Management Units, while integrated coordination continues to be conducted by IFG's Risk Management Unit at the parent entity. The Board of Commissioners and Board of Directors of each Holding Member actively monitor and evaluate risk management through reports submitted by the respective entities, which subsequently serve as considerations in determining policies at the holding level. Each report from Holding Members is also received and reviewed by IFG's Risk Management Unit. The Company continuously coordinates with Holding Members to ensure that risk management implementation remains aligned with IFG's policies.

5. Pernyataan atas Kecukupan Sistem Manajemen Risiko

Direksi dan Dewan Komisaris IFG menerapkan praktik bisnis yang sehat dan berupaya menciptakan nilai tambah bagi pemangku kepentingan melalui manajemen risiko yang sistematis, terstruktur, dan komprehensif. Dalam pendekatan manajemen risiko menyeluruh (*enterprise-wide*), IFG menetapkan *risk appetite*, yaitu tingkat dan jenis risiko yang siap diambil untuk mencapai target bisnis. *Risk appetite* menjadi landasan dalam perumusan strategi dan pencapaian tujuan bisnis. Untuk meminimalkan potensi konflik kepentingan dalam pengelolaan operasional dan keuangan, IFG telah menyusun Pedoman Pengadaan Barang dan Jasa yang memuat standar operasional dan prosedur yang jelas.

Sebagai bagian dari kerangka penerapan manajemen risiko, IFG berkomitmen mengelola risiko secara *prudent* dan efektif serta memperkuat budaya risiko di seluruh tingkatan organisasi. Komitmen ini diwujudkan melalui kebijakan, sasaran, mandat, dan standar penerapan manajemen risiko. Dari sisi organisasi, penerapan manajemen risiko mencakup perencanaan, sistem, struktur hubungan, akuntabilitas, sumber daya, proses, serta berbagai kegiatan yang mendukung pengelolaan risiko di IFG.

PENGELOLAAN HUBUNGAN DENGAN PEMANGKU KEPENTINGAN [OJK E.4] [GRI 2-29]

1. Kebijakan Umum

- Pengelolaan Pemangku Kepentingan diarahkan pada kepentingan bisnis IFG dengan memperhatikan TJSL IFG, keselamatan, dan kesehatan kerja, serta memperhatikan skala prioritas dan saling menghargai (*mutual respect*) sehingga tercapai keseimbangan dan keharmonisan antara:
 - Dimensi bisnis yang berorientasi pada penciptaan nilai (*value creation*) dan kepuasan pelanggan.
 - Dimensi sosial yang menyangkut aspek etika usaha dan tanggung jawab sosial IFG, kondisi kesehatan, dan keselamatan serta kesejahteraan pekerja dan aspek sosial kemasyarakatan.
 - Dimensi lingkungan yang mengarahkan IFG untuk memperhatikan aspek kelestarian dan keseimbangan lingkungan hidup di sekitar unit operasi/lapangan usaha.
- Pengelolaan Pemangku Kepentingan didasarkan prinsip-prinsip GCG, yaitu transparansi, akuntabilitas, responsibilitas, kemandirian, dan kewajaran.
- Penghubung antara IFG dengan Pemangku Kepentingan adalah Divisi Sekretaris Perusahaan atau pejabat lain yang ditunjuk berdasarkan ketentuan.

5. Statement on the Adequacy of the Risk Management System

IFG's Board of Directors and Board of Commissioners implement sound business practices and strive to create added value for stakeholders through systematic, structured, and comprehensive risk management. Under an enterprise-wide risk management approach, IFG establishes its risk appetite, namely the level and types of risk it is prepared to assume in achieving its business targets. Risk appetite serves as a basis for strategy formulation and the achievement of business objectives. To minimize potential conflicts of interest in operational and financial management, IFG has established Guidelines for the Procurement of Goods and Services containing clear operating standards and procedures.

As part of its risk management framework, IFG is committed to managing risks prudently and effectively and strengthening the risk culture across all levels of the organization. This commitment is implemented through policies, objectives, mandates, and risk management implementation standards. From an organizational perspective, risk management implementation encompasses planning, systems, relationship structures, accountability, resources, processes, and various activities that support risk management at IFG.

STAKEHOLDER RELATIONSHIP MANAGEMENT [OJK E.4] [GRI 2-29]

1. General Policy

- Stakeholder Management is directed toward IFG's business interests while taking into account IFG's Social and Environmental Responsibility (TJSL), occupational health and safety, priorities, and mutual respect, in order to achieve balance and harmony among:
 - the business dimension, which focuses on value creation and customer satisfaction.
 - the social dimension, which encompasses business ethics and IFG's social responsibility, employee health, safety, and welfare, as well as broader social and community aspects.
 - Environmental dimension, which requires IFG to consider environmental preservation and balance in areas surrounding its operating units/business locations.
- Stakeholder Management is based on GCG principles, namely transparency, accountability, responsibility, independence, and fairness.
- The liaison between IFG and its Stakeholders is the Corporate Secretary Division or another officer appointed in accordance with applicable provisions.

2. Asas Pemangku Kepentingan

Asas Pemangku Kepentingan, adalah:

- Komunikatif, yaitu pesan yang disampaikan tepat sasaran, relevan serta dapat diterima dan dipahami secara optimal, efektif, dan efisien.
- Harmonis, yaitu tercipta hubungan saling menghargai, mendukung, sinergis, dan saling menguntungkan antara IFG dengan Pemangku Kepentingan.
- Etis, yaitu menuntut insan IFG melaksanakan tugas sesuai dengan etika dan kode etik yang ditetapkan.
- Kemitraan, yaitu terbinanya hubungan kerja yang baik dan setara antara IFG dan Pemangku Kepentingan.
- Profesional, yaitu menuntut insan IFG mengutamakan keahlian, keterampilan, pengalaman, dan konsisten terhadap penugasan.
- Transparan, yaitu menuntut IFG menyediakan informasi yang benar, jujur dan tidak diskriminatif.
- Akuntabel, yaitu menentukan setiap kegiatan dan hasil kegiatan insan IFG harus dapat dipertanggungjawabkan.
- Partisipatif, yaitu peran serta aktif IFG dan Pemangku Kepentingan dalam menjalin hubungan yang saling menguntungkan.

3. Pengelompokan Pemangku Kepentingan

Kegiatan IFG berkaitan erat dengan publik internal dan publik eksternal. Kegiatan ini berkembang menjadi hubungan antara IFG dengan Pemangku Kepentingan internal dan Pemangku Kepentingan eksternal. Pemangku Kepentingan internal merupakan publik yang menjadi bagian dari kegiatan IFG, sedangkan Pemangku Kepentingan eksternal adalah publik yang berada di luar IFG yang harus diberi informasi agar dapat membina hubungan dengan baik. Berdasarkan hal ini, Pemangku Kepentingan internal dan Pemangku Kepentingan eksternal perlu menyesuaikan dengan bentuk, sifat, jenis, dan karakter IFG.

4. Hak dan Partisipasi Pemangku Kepentingan

- Hak Pemangku Kepentingan dapat timbul secara hukum karena pemberlakuan peraturan perundang-undangan, perjanjian/kontrak, atau karena nilai etika/moral dan TJSL IFG yang tidak bertentangan dengan kebijakan IFG dan peraturan perundang-undangan.
- Hak-hak Pemangku Kepentingan dihormati, dilindungi, dan dipenuhi oleh IFG antara lain melalui pemberian informasi yang relevan dan penting secara transparan, akurat dan tepat waktu dan melalui mekanisme komunikasi yang sehat dan beretika.
- IFG menciptakan kondisi yang memungkinkan Pemangku Kepentingan berpartisipasi dalam menaati peraturan perundang-undangan.
- IFG mempunyai mekanisme untuk menampung dan menindaklanjuti saran dan keluhan dari Pemangku kepentingan.

2. Stakeholder Principles

Stakeholder principles are as follows:

- Communicative, meaning that messages are appropriately targeted, relevant, and can be optimally, effectively, and efficiently received and understood.
- Harmonious, meaning the creation of mutually respectful, supportive, synergistic, and mutually beneficial relationships between IFG and its Stakeholders.
- Ethical, requiring IFG personnel to perform their duties in accordance with established ethics and codes of conduct.
- Partnership, meaning the establishment of sound and equal working relationships between IFG and its Stakeholders.
- Professional, requiring IFG personnel to prioritize expertise, skills, and experience and to remain consistent in carrying out their assignments.
- Transparent, requiring IFG to provide accurate, honest, and non-discriminatory information.
- Accountable, meaning that every activity and the results of activities carried out by IFG personnel must be accountable.
- Participatory, meaning the active participation of IFG and its Stakeholders in establishing mutually beneficial relationships.

3. Stakeholder Classification

IFG's activities are closely related to both internal and external publics. These activities develop into relationships between IFG and its internal and external Stakeholders. Internal Stakeholders are members of the public who form part of IFG's activities, while external Stakeholders are members of the public outside IFG who need to be provided with information in order to foster sound relationships. Accordingly, internal and external Stakeholders need to be aligned with IFG's form, nature, type, and characteristics.

4. Stakeholder Rights and Participation

- Stakeholder rights may arise by law through the application of laws and regulations, agreements/contracts, or ethical/moral values and IFG's Social and Environmental Responsibility (TJSL), provided that they do not conflict with IFG's policies and applicable laws and regulations.
- IFG respects, protects, and fulfills Stakeholder rights, including by providing relevant and material information in a transparent, accurate, and timely manner and through sound and ethical communication mechanisms.
- IFG creates conditions that enable Stakeholders to participate in complying with applicable laws and regulations.
- IFG has mechanisms in place to receive and follow up on suggestions and complaints from Stakeholders.

5. Pedoman Pokok Pelaksanaan

Dalam melakukan interaksi kerja dengan pemangku kepentingan diatur dengan ketentuan sebagai berikut:

- a. Pelanggan
IFG menyadari bahwa sebagai penyedia layanan finansial yang lengkap dan inovatif harus mengutamakan kepentingan dan kepuasan pelanggan dengan memberikan pelayanan yang cepat, tepat, akurat, adil, dan transparan. IFG bertanggung jawab atas kualitas produk dan jasa yang dihasilkan serta dampak negatif terhadap keselamatan pengguna.
- b. Mitra Bisnis
IFG bertindak adil dengan memberikan kesempatan yang sama kepada seluruh mitra bisnis untuk melakukan transaksi usaha dengan IFG. Mitra Bisnis berhak memperoleh informasi yang relevan sesuai dengan hubungan bisnis dengan IFG sehingga masing-masing pihak dapat membuat keputusan atas dasar pertimbangan yang adil dan wajar.
- c. Pemerintah
Dalam berinteraksi dengan lembaga-lembaga pemerintah, IFG senantiasa menjalin hubungan yang harmonis dan konstruktif atas dasar kejujuran dan saling menghormati dengan mengutamakan kepentingan umum.
- d. Masyarakat
IFG menyadari pentingnya hubungan yang harmonis dengan masyarakat sekitar sehingga masyarakat dapat berkontribusi untuk pengamanan aset IFG.
- e. Media Massa
IFG menyadari bahwa peranan media massa, baik media cetak maupun media komunikasi yang efektif untuk meningkatkan citra IFG.
- f. Karyawan
IFG memberikan perlakuan yang adil dan kesempatan yang sama bagi semua karyawan dan berkomitmen untuk menjunjung tinggi asas profesionalisme dengan mengembangkan kompetensi karyawan selaras dengan rencana pengembangan IFG.

Berdasarkan pemetaan dan kategorisasi di atas, IFG telah menetapkan metode pelibatan, frekuensi dan topik yang dibahas dalam menjalin hubungan dengan pemangku kepentingan sebagai berikut:

5. Basic Implementation Guidelines

Working interactions with Stakeholders are governed by the following provisions:

- a. Customers
IFG recognizes that, as a provider of comprehensive and innovative financial services, it must prioritize customers' interests and satisfaction by providing fast, appropriate, accurate, fair, and transparent services. IFG is responsible for the quality of the products and services it provides as well as any adverse impacts on user safety.
- b. Business Partners
IFG acts fairly by providing equal opportunities for all business partners to conduct business transactions with IFG. Business Partners are entitled to obtain information relevant to their business relationship with IFG, enabling each party to make decisions based on fair and reasonable.
- c. Government
In its interactions with government institutions, IFG consistently maintains harmonious and constructive relationships based on honesty and mutual respect, while prioritizing the public interest.
- d. Community
IFG recognizes the importance of maintaining harmonious relationships with surrounding communities so that they can contribute to safeguarding IFG's assets.
- e. Mass Media
IFG recognizes the role of mass media, including print media and other communication media, as an effective means of enhancing IFG's image.
- f. Employees
IFG provides fair treatment and equal opportunities to all employees and is committed to upholding the principle of professionalism by developing employee competencies in line with IFG's development plans.

Based on the stakeholder mapping and categorization above, IFG has established the following engagement methods, frequencies, and topics for its relationships with stakeholders:

Pemangku Kepentingan Stakeholders	Metode Pelibatan Method of Involvement	Pemangku Kepentingan Stakeholders	Metode Pelibatan Method of Involvement
Pelanggan/ Konsumen Customers/ Consumers	Website dan <i>frontline information</i> Website and frontline information	Setiap saat bila diperlukan Whenever required	Mendapatkan kepuasan layanan Obtaining service satisfaction
	Kunjungan langsung Direct visits	Setiap saat bila diperlukan Whenever required	Informasi produk dan jasa terbaru yang dimiliki Perseroan Obtaining the latest information on the Company's products and services
	Layanan <i>call center</i> Call Center services	Setiap saat apabila diperlukan Whenever required	Mendapatkan solusi apabila ada pertanyaan atau keluhan soal layanan produk dan jasa Obtaining solutions to questions or complaints regarding products and services.
	Survei kepuasan pelanggan/konsumen Customer/consumer satisfaction survey	1 kali dalam setahun Once a year	Mendapatkan gambaran tentang angka kepuasan dan ketidakpuasan pelanggan Obtaining an overview of customer satisfaction and dissatisfaction levels.
Mitra Bisnis Business Partners	1. Kontrak kerja 2. Mitra investasi 3. Seminar dan <i>workshop</i> 1. Work contracts 2. Investment partners 3. Seminars and workshops	Apabila dibutuhkan Whenever required	1. Proses pengadaan yang obyektif 2. Memperoleh kerja sama saling menguntungkan 1. Ensuring an objective procurement process 2. Establishing mutually beneficial cooperation.
Pemerintah Government	Pelaporan pelaksanaan kepatuhan Compliance implementation reporting	4 (empat) kali dalam setahun 4 (four) times a year	Memberikan informasi tentang kepatuhan terhadap ketentuan perundang-undangan yang berlaku Providing information on compliance with applicable laws and regulations.
Masyarakat Community	1. Kerja sama strategis untuk menjalankan program-program 2. Tanggung Jawab Perseroan, baik di bidang sosial maupun lingkungan 1. Strategic collaboration in implementing 2. the Company's Social and Environmental Responsibility programs	Saat diperlukan Whenever required	Mengoptimalkan pencapaian Program TJSL BUMN Perseroan Optimizing the achievement of the Company's SOE TJSL Programs.
Media	<i>Press release</i>	Media	1. Narasumber berita yang terpercaya 2. Memberikan informasi terkait bisnis perbankan yang perlu diketahui oleh publik 1. Serving as a reliable news source 2. Providing information on banking-related business matters that need to be communicated to the public.
Karyawan Employees	Media Internal (Majalah) Internal Media (Magazine)	3 (tiga) bulan sekali Once every 3 (three) months	Melakukan sosialisasi ihwal kebijakan dan strategi yang berkaitan dengan kepegawaian Disseminating information on employment-related policies and strategies
	Survei Kepuasan Pegawai Employee Satisfaction Survey	1 (satu) kali setahun Once a year	Mengukur tingkat kepuasan pegawai dan menjangkau harapan mereka Measuring employee satisfaction levels and gathering their expectations.

PERMASALAHAN DALAM PENERAPAN KEUANGAN BERKELANJUTAN [OJK E.5]

Sebagai BUMN *Holding* Perasuransian dan Penjaminan, IFG tidak diwajibkan menerapkan Peraturan OJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik. Meski demikian, Perseroan tetap menunjukkan komitmen pada keberlanjutan dengan mengalokasikan sebagian dana Tanggung Jawab Sosial dan Lingkungan (TJSL) untuk mendukung program yang selaras dengan prinsip keuangan berkelanjutan melalui pelaksanaan Program TJSL BUMN. Dalam pelaksanaannya, sepanjang tahun 2025, Perseroan tidak menemui kendala berarti dan berbagai program yang dirancang telah berhasil direalisasikan di lapangan.

ISSUES IN IMPLEMENTING SUSTAINABLE FINANCE [OJK E.5]

As an SOE Holding Company in the Insurance and Guarantee sector, IFG is not required to implement OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies. Nevertheless, the Company remains committed to sustainability by allocating a portion of its Social and Environmental Responsibility (TJSL) funds to support programs aligned with sustainable finance principles through the implementation of SOE TJSL Programs. Throughout 2025, the Company encountered no significant challenges in its implementation, and the various programs developed were successfully implemented.





KINERJA KEBERLANJUTAN

Sustainability Performance



05



IFG memperkuat budaya perusahaan melalui sosialisasi *Roadmap* Budaya Perusahaan kepada pemangku kepentingan internal dan eksternal. Sepanjang 2025, berbagai kegiatan budaya diarahkan untuk menumbuhkan *customer-centric innovation* dan memperkuat keterkaitannya dengan strategi Perusahaan.

IFG is strengthening its corporate culture by communicating its Corporate Culture Roadmap to internal and external stakeholders. Throughout 2025, various cultural initiatives will be aimed at fostering customer-centric innovation and reinforcing its alignment with the Company's strategy.

KINERJA KEBERLANJUTAN

SUSTAINABILITY PERFORMANCE

KEGIATAN MEMBANGUN BUDAYA KEBERLANJUTAN [OJK F.1]

Transformasi budaya perusahaan menjadi kebutuhan strategis seiring terbentuknya Indonesia Financial Group (IFG) sebagai *Holding* Asuransi, Penjaminan, dan Investasi. Perubahan tersebut dipandang sebagai penggerak utama dalam mempercepat peningkatan kinerja perusahaan sekaligus memperkuat sinergi di lingkungan *Holding*. Dalam mendukung tujuan tersebut, nilai-nilai AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) diadopsi sebagai pedoman perilaku bagi seluruh insan IFG guna memperkuat tanggung jawab individu serta mendorong peningkatan kinerja organisasi secara berkelanjutan.

Sebagai upaya memastikan penerapan nilai-nilai tersebut berjalan secara terarah dan konsisten, IFG telah menyusun *Roadmap* Budaya Perusahaan 2025–2029 sebagai panduan dalam menyelaraskan nilai dan budaya kerja di lingkungan IFG maupun Anggota *Holding*. *Roadmap* ini memuat perencanaan berbagai aspek implementasi nilai-nilai AKHLAK yang selanjutnya diterjemahkan ke dalam program-program kerja serta diintegrasikan ke dalam fungsi dan aktivitas satuan kerja sumber daya manusia. *Roadmap* Budaya Perusahaan tersebut dirancang untuk mewujudkan transformasi budaya yang efektif sehingga dapat mendukung pencapaian visi dan misi perusahaan, sekaligus memperkuat terwujudnya *culture fit behavior* di lingkungan IFG.

Komitmen IFG dalam membangun budaya perusahaan yang kuat diwujudkan melalui sosialisasi *Roadmap* Budaya Perusahaan kepada berbagai pemangku kepentingan. Kegiatan sosialisasi dilakukan melalui beragam media dan kesempatan, baik kepada pemangku kepentingan internal maupun eksternal. Melalui upaya tersebut, Perseroan optimistis bahwa seluruh program yang telah direncanakan dalam *roadmap* dapat diimplementasikan secara efektif sesuai dengan target dan periode waktu yang telah ditetapkan.

Sepanjang tahun 2025, Perusahaan melaksanakan berbagai kegiatan budaya perusahaan yang bertujuan menumbuhkan semangat dan pola pikir *customer-centric innovation*, sekaligus memperkuat keterkaitan antara strategi inovasi dan strategi Perusahaan. Aktivitas yang dilaksanakan antara lain:

1. *Accelerate Culture Transformation*, dilakukan melalui aktivitas *Tone from the Top*, *Appreciation Day*, *Change Management Development*,
2. *Culture Internalization*, dilakukan melalui aktivitas *Culture Communication Campaign*, *Kindness to Progress* dan *IFG Reinventing the Purpose (i-reverse)*

ACTIVITIES TO BUILD A CULTURE OF SUSTAINABILITY [OJK F.1]

The transformation of corporate culture is a strategic need in line with the formation of Indonesia Financial Group (IFG) as an Insurance, Guarantee, and Investment Holding. These changes are seen as the main driver in accelerating the improvement of company performance while strengthening synergy in the Holding environment. In supporting this goal, the values of AKHLAK (Trust, Competent, Harmonious, Loyal, Adaptive, and Collaborative) are adopted as a code of conduct for all IFG people to strengthen individual responsibility and encourage sustainable improvement of organizational performance.

In an effort to ensure that the implementation of these values conducted in a directed and consistent manner, IFG has prepared the Corporate Culture Roadmap 2025–2029 as a guide in harmonizing work values and culture within IFG and Holding Members. This roadmap contains planning for various aspects of the implementation of AKHLAK values which are then translated into work programs and integrated into the functions and activities of human capital work units. The Corporate Culture Roadmap is designed to realize effective cultural transformation so that it can support the achievement of the company's vision and mission, while strengthening the realization of culture fit behavior within IFG.

IFG's commitment to building a strong corporate culture is realized through the dissemination of the Corporate Culture Roadmap to various stakeholders. Dissemination activities are carried out through various media and opportunities, both to internal and external stakeholders. Through these efforts, the Company is optimistic that all programs that have been planned in the roadmap can be implemented effectively in accordance with the targets and time periods that have been set.

Throughout 2025, the Company implemented various corporate culture initiatives aimed at fostering a spirit and mindset of customer-centric innovation, while strengthening the alignment between the Company's innovation strategy and corporate strategy. These activities included:

1. Accelerate Culture Transformation, implemented through activities such as *Tone from the Top*, *Appreciation Day*, and *Change Management Development*;
2. Culture Internalization, implemented through activities such as *Culture Communication Campaign*, *Kindness to Progress*, and *IFG Reinventing the Purpose (i-reverse)*; and

3. *Enhancing Employee Engagement Program*, dilakukan melalui aktivitas *IFG Well Being*, Aktivasi Komunitas Porseni dan Kegiatan keagamaan serta Festival Harmoni

Menutup tahun 2025, IFG berada pada fase transisi penting dari tahap penataan menuju penguatan dan akselerasi kinerja. Ke depan, fokus manajemen diarahkan pada penyelesaian berbagai inisiatif konsolidasi bisnis IFG, penguatan profitabilitas, serta peningkatan disiplin dalam pengelolaan risiko dan permodalan. Dengan fondasi tata kelola dan struktur grup yang semakin solid, IFG optimistis dapat memasuki periode berikutnya dengan kesiapan yang lebih baik untuk menghadapi dinamika industri sekaligus menciptakan nilai jangka panjang bagi para pemangku kepentingan.

3. *Enhancing Employee Engagement Program*, implemented through activities such as IFG Well Being, Porseni Community activities, religious activities, and the Harmony Festival.

At the end of 2025, IFG entered an important transition phase, moving from organizational structuring toward strengthening and accelerating performance. Going forward, management will focus on completing various IFG business consolidation initiatives, strengthening profitability, and enhancing discipline in risk and capital management. With an increasingly solid governance foundation and Group structure, IFG is optimistic that it can enter the next period better prepared to navigate industry dynamics while creating long-term value for its stakeholders.



KINERJA EKONOMI KEBERLANJUTAN

SUSTAINABILITY
ECONOMIC
PERFORMANCE



06



Pada 2025, IFG menghadapi dinamika industri dan tekanan makroekonomi yang mendorong penguatan manajemen risiko serta penyesuaian strategi bisnis. Di tengah kondisi tersebut, IFG tetap mencatat kinerja positif dengan realisasi jasa asuransi, penjaminan, investasi bersih, dan laba tahun berjalan yang melampaui target.

In 2025, IFG faced industry dynamics and macroeconomic pressures that drove the strengthening of risk management and adjustments to its business strategy. Amid these conditions, IFG continued to post positive performance, with revenue from insurance and guarantee services, net investments, and net income for the year all exceeding targets.

KINERJA EKONOMI KEBERLANJUTAN

SUSTAINABILITY ECONOMIC PERFORMANCE

SEKILAS EKONOMI GLOBAL DAN NASIONAL

Kondisi perekonomian global pada tahun 2025 masih diwarnai berbagai tantangan yang berasal dari meningkatnya ketegangan perdagangan internasional, risiko geopolitik, serta dampak pascapandemi yang belum sepenuhnya pulih. Dana Moneter Internasional atau IMF mencatat bahwa proyeksi pertumbuhan ekonomi global yang semula diperkirakan mencapai 3,3% direvisi menjadi sekitar 2,8% akibat pengaruh kebijakan tarif Amerika Serikat dan berbagai hambatan perdagangan lainnya. Meskipun proyeksi tersebut kemudian membaik ke kisaran 3,0–3,2% seiring meredanya sebagian tekanan global dan membaiknya kondisi keuangan internasional, IMF menegaskan bahwa tingkat pertumbuhan tersebut masih berada di bawah rata-rata historis sebelum pandemi.

Penilaian yang lebih hati-hati disampaikan oleh Bank Dunia yang memproyeksikan pertumbuhan ekonomi global hanya sebesar 2,3% pada tahun 2025. Dalam laporan Global Economic Prospects, disebutkan bahwa hampir 70% negara mengalami penurunan proyeksi pertumbuhan yang dipicu oleh lemahnya investasi, menurunnya permintaan global, serta tingginya ketidakpastian perdagangan internasional. Meskipun risiko resesi global dinilai masih relatif rendah, Bank Dunia mengingatkan bahwa dekade 2020-an berpotensi menjadi periode dengan pertumbuhan ekonomi global terendah sejak tahun 1960-an apabila tren perlambatan tersebut terus berlanjut.

Dampak perlambatan ekonomi global tersebut turut dirasakan oleh berbagai negara berkembang melalui tekanan pada perdagangan internasional, aliran modal, dan fluktuasi harga komoditas. Kondisi ini menuntut negara-negara berkembang untuk beradaptasi dengan lingkungan ekonomi yang lebih menantang dan kompetitif. Selain itu, melambatnya pertumbuhan di sejumlah ekonomi utama dunia meningkatkan risiko volatilitas pasar keuangan serta memperpanjang proses pemulihan pascapandemi, terutama bagi sektor-sektor yang memiliki ketergantungan tinggi terhadap ekspor dan rantai pasok global.

Meskipun menghadapi lingkungan eksternal yang penuh tantangan, perekonomian Indonesia tetap menunjukkan kinerja yang solid sepanjang tahun 2025. Berdasarkan data resmi Badan Pusat Statistik (BPS), ekonomi nasional tumbuh sebesar 5,11%, lebih tinggi dibandingkan tahun sebelumnya. Pertumbuhan tersebut didukung oleh kuatnya konsumsi domestik, peningkatan investasi baik dari sektor swasta maupun pemerintah, serta kontribusi positif ekspor yang tetap terjaga meskipun pasar global mengalami perlambatan.

GLOBAL AND NATIONAL ECONOMY AT A GLANCE

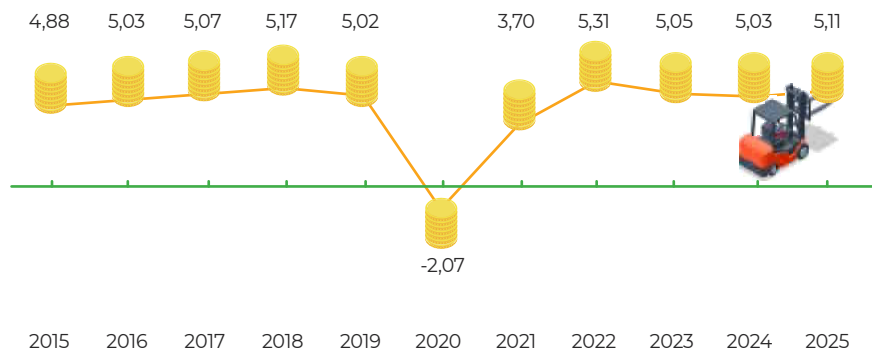
Global economic conditions in 2025 continued to be marked by various challenges arising from heightened international trade tensions, geopolitical risks, and the lingering impacts of the pandemic. The International Monetary Fund (IMF) noted that the global economic growth projection, initially estimated at 3.3%, was revised down to approximately 2.8% due to the impact of US tariff policies and various other trade barriers. Although the projection was subsequently improved to around 3.0–3.2% as some global pressures eased and international financial conditions improved, the IMF emphasized that this growth rate remained below the historical pre-pandemic average.

A more cautious assessment was provided by the World Bank, which projected global economic growth at only 2.3% in 2025. In its Global Economic Prospects report, the World Bank stated that the growth forecasts were lowered for nearly 70% of countries, driven by weak investment, declining global demand, and heightened uncertainty in international trade. Although the risk of a global recession was considered relatively low, the World Bank cautioned that the 2020s could become the period of weakest global economic growth since the 1960s if the slowdown persists.

The impact of the global economic slowdown was also felt across various developing countries through pressures on international trade, capital flows, and commodity price fluctuations. These conditions required developing countries to adapt to a more challenging and competitive economic environment. In addition, slower growth in several of the world's major economies increased the risk of financial market volatility and prolonged the post-pandemic recovery process, particularly for sectors highly dependent on exports and global supply chains.

Despite the challenging external environment, the Indonesian economy continued to demonstrate solid performance throughout 2025. Based on official data from Statistics Indonesia (BPS), the national economy grew by 5.11%, higher than in the previous year. This growth was supported by robust domestic consumption, increased investment from both the private and public sectors, as well as the sustained positive contribution of exports despite the slowdown in global markets.

Pertumbuhan Produk Domestik Bruto Indonesia Tahun 2015-2025 (Persen) Gross Domestic Product Growth (GDP) 2015-2025 (Percent)



Sumber: Berita Resmi Statistik BPS, 5 Februari 2026
Source: Official Statistical News, BPS, February 5, 2026

Kinerja ekonomi nasional tersebut mencerminkan kemampuan Indonesia dalam mempertahankan momentum pertumbuhan di tengah kondisi ekonomi global yang kurang kondusif. Sinergi kebijakan fiskal dan moneter, disertai berbagai upaya penguatan sektor riil, terbukti efektif dalam menjaga daya beli masyarakat, menciptakan lapangan kerja, serta mempertahankan stabilitas makroekonomi. Dengan fondasi tersebut, perekonomian Indonesia tetap menunjukkan tingkat ketahanan yang baik sekaligus memperlihatkan kapasitas adaptasi yang kuat dalam menghadapi berbagai ketidakpastian global.

The national economic performance reflects Indonesia's ability to maintain growth momentum amid less conducive global economic conditions. Fiscal and monetary policy synergy, accompanied by various efforts to strengthen the real sector, has proven effective in maintaining people's purchasing power, creating jobs, and maintaining macroeconomic stability. With this foundation, Indonesia's economy continues to show a good level of resilience while showing a strong adaptive capacity in the face of various global uncertainties.

TINJAUAN INDUSTRI ASURANSI, PENJAMINAN DAN INVESTASI TAHUN 2025

Industri jasa keuangan nonbank pada tahun 2025 menghadapi dinamika yang cukup menantang seiring perlambatan ekonomi global, ketidakpastian geopolitik, serta meningkatnya volatilitas pasar keuangan internasional. Meskipun demikian, sektor asuransi, penjaminan, dan investasi di Indonesia tetap menunjukkan ketahanan yang baik dan mampu mempertahankan kinerja positif. Dukungan kebijakan pemerintah, penguatan regulasi oleh Otoritas Jasa Keuangan (OJK), serta meningkatnya kesadaran masyarakat terhadap pentingnya perlindungan keuangan dan pengelolaan investasi menjadi faktor yang mendorong pertumbuhan industri sepanjang tahun.

Pada sektor perasuransian, kinerja industri secara umum masih menunjukkan tren yang stabil. OJK mencatat total aset industri asuransi mencapai lebih dari Rp1.163 triliun pada pertengahan tahun 2025 dan terus meningkat hingga melampaui Rp1.190 triliun pada akhir tahun. Pertumbuhan tersebut didukung oleh peningkatan aset asuransi komersial serta pertumbuhan premi pada segmen asuransi umum dan reasuransi. Di sisi lain, industri juga terus melakukan transformasi melalui penguatan tata kelola, penyesuaian produk, peningkatan perlindungan konsumen, serta implementasi berbagai regulasi baru yang bertujuan memperkuat kesehatan industri dalam jangka panjang.

OVERVIEW OF INSURANCE, GUARANTEE AND INVESTMENT INDUSTRY IN 2025

The non-bank financial services industry in 2025 faces quite challenging dynamics amid a global economic slowdown, geopolitical uncertainty, and increasing volatility in international financial markets. Nevertheless, the insurance, guarantee, and investment sectors in Indonesia continue to demonstrate strong resilience and are able to maintain positive performance. Government policy support, strengthened regulations by the Financial Services Authority (OJK), and growing public awareness of the importance of financial protection and investment management have been key factors driving the industry's growth throughout the year.

In the insurance sector, the industry's overall performance continues to show a stable trend. The OJK reports that the insurance industry's total assets reached more than IDR 1.163 trillion by mid-2025 and continued to rise, surpassing IDR 1.190 trillion by year-end. This growth was supported by an increase in commercial insurance assets as well as premium growth in the general insurance and reinsurance segments. Meanwhile, the industry also continued its transformation through strengthened governance, product adjustments, enhanced consumer protection, and the implementation of various new regulations aimed at strengthening the industry's long-term health.

Sektor penjaminan juga memperlihatkan perkembangan yang positif di tengah tantangan ekonomi yang masih berlangsung. Peran lembaga penjaminan semakin strategis dalam memperluas akses pembiayaan, khususnya bagi pelaku usaha mikro, kecil, menengah, dan koperasi (UMKM-K) yang masih menghadapi keterbatasan agunan maupun akses kredit. Pertumbuhan volume penjaminan yang dicatat berbagai perusahaan penjaminan menunjukkan tingginya kebutuhan dunia usaha terhadap instrumen mitigasi risiko. Kondisi tersebut sekaligus memperkuat fungsi industri penjaminan sebagai katalis dalam mendukung pertumbuhan ekonomi nasional dan memperluas inklusi keuangan.

Sementara itu, industri investasi menunjukkan perkembangan yang cukup kuat seiring meningkatnya partisipasi investor domestik dan membaiknya kepercayaan pasar. OJK mencatat dana kelolaan (*Asset Under Management/AUM*) industri pengelolaan investasi mengalami pertumbuhan signifikan sepanjang tahun 2025, terutama pada instrumen reksa dana yang didukung oleh arus dana masuk investor yang tetap tinggi. Digitalisasi layanan investasi, meningkatnya literasi keuangan masyarakat, serta berkembangnya berbagai instrumen investasi menjadi faktor yang mendorong pertumbuhan industri sekaligus memperluas basis investor nasional.

Perkembangan positif pada industri asuransi, penjaminan, dan investasi tersebut memberikan landasan yang kuat bagi IFG sebagai *Holding* Asuransi, Penjaminan, dan Investasi dalam menjalankan fungsi strategisnya. Di tengah tantangan global yang masih berlangsung, peluang pertumbuhan industri tetap terbuka melalui penguatan tata kelola, inovasi produk dan layanan, percepatan transformasi digital, serta peningkatan kolaborasi antarentitas dalam ekosistem jasa keuangan. Dengan fundamental industri yang relatif terjaga dan dukungan regulasi yang semakin kuat, sektor asuransi, penjaminan, dan investasi diharapkan terus berkontribusi terhadap stabilitas sistem keuangan serta pembangunan ekonomi nasional yang berkelanjutan.

The guarantee sector has also shown positive growth amid ongoing economic challenges. Guarantee institutions are playing an increasingly strategic role in expanding access to financing, particularly for micro, small, and medium-sized enterprises and cooperatives (MSMEs and cooperatives) that still face limitations in terms of collateral and access to credit. The growth in guarantee volume recorded by various guarantee companies indicates the business sector's high demand for risk mitigation instruments. This situation simultaneously reinforces the guarantee industry's role as a catalyst in supporting national economic growth and expanding financial inclusion.

Meanwhile, the investment industry has shown fairly strong growth amid rising participation by domestic investors and improving market confidence. The OJK noted that the investment management industry's assets under management (AUM) experienced significant growth throughout 2025, particularly in mutual funds, supported by consistently high inflows of investor funds. The digitization of investment services, rising financial literacy among the public, and the development of various investment instruments have been key factors driving the industry's growth while expanding the national investor base.

These positive developments in the insurance, guarantee, and investment industries provide a strong foundation for IFG, as the SOE Holding for Insurance, Guarantees and Investments, to perform its strategic functions. Amid ongoing global challenges, opportunities for industry growth remain open through strengthened governance, product and service innovation, accelerated digital transformation, and enhanced collaboration among entities within the financial services ecosystem. With relatively sound industry fundamentals and increasingly robust regulatory support, the insurance, guarantee, and investment sectors are expected to continue contributing to the stability of the financial system and sustainable national economic development.

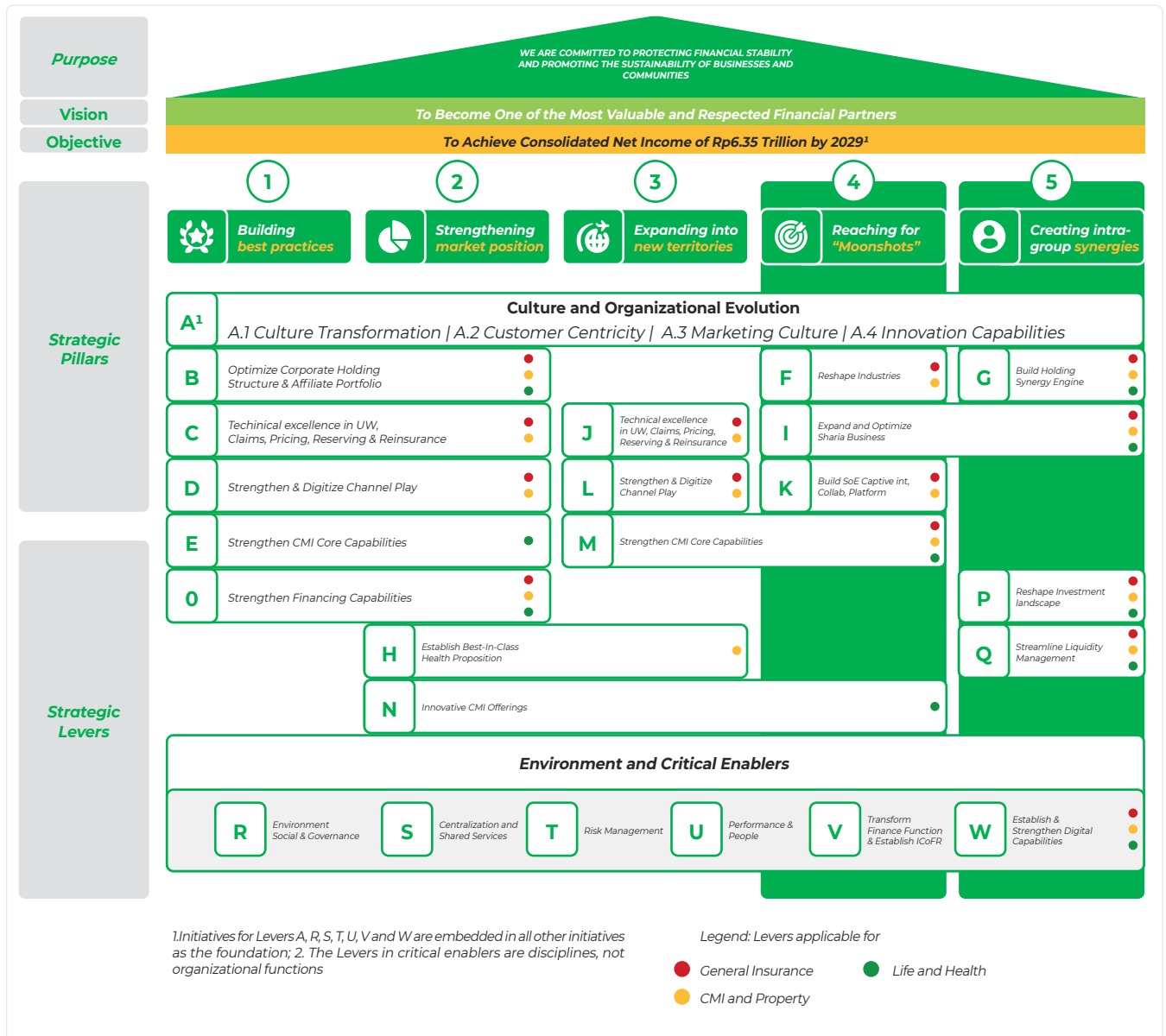
SASARAN, STRATEGI DAN PROGRAM KERJA UTAMA PERUSAHAAN TAHUN 2025 [GRI 3-3]

Untuk mewujudkan visi IFG untuk “Menjadi Salah Satu Mitra Bidang Keuangan yang paling Bernilai dan Disegani”, IFG mengembangkan lima pilar strategi utama yang didukung oleh 22 *strategic levers*. Setiap pilar strategis memiliki fokus khusus dan efektivitas strategi secara keseluruhan.

OBJECTIVES, STRATEGIES AND MAIN WORK PROGRAMS OF THE COMPANY IN 2025 [GRI 3-3]

To realize IFG’s vision of “To Become One of the Most Valuable & Respected Financial Partner,” IFG has developed five key strategic pillars supported by 22 strategic levers. Each strategic pillar has a specific focus and contributes to the overall effectiveness of the strategy.

Gambar Rumah Strategi IFG
Figure of IFG Strategy House



Lever A.1 Culture Transformation

Transformasi budaya di IFG bertujuan menciptakan organisasi berkinerja tinggi yang cepat beradaptasi dan sadar akan manajemen risiko. Ini melibatkan lima faktor utama: menetapkan tujuan dan visi yang jelas, dukungan dan tanggung jawab dari direksi, integrasi nilai dalam program pengembangan, penyesuaian nilai dengan setiap fungsi, dan pemantauan KPI budaya. Untuk membangun kolaborasi, langkah tambahan termasuk mendesain ulang organisasi dan menyelenggarakan acara tim lintas fungsi.

Lever A2: Customer Centricity

Lever ini berfokus pada peningkatan fokus pelanggan di IFG melalui dua inisiatif: pengembangan platform digital "One by IFG" untuk mensentralisasi distribusi produk ritel dari anak perusahaan IFG sehingga meningkatkan sinergi antar anak perusahaan IFG. Platform ini akan meningkatkan kepuasan pelanggan dengan menyediakan ekosistem yang holistik serta meningkatkan efisiensi operasional termasuk di antara adalah sentralisasi *customer service* untuk One by IFG yang terintegrasi dengan anak perusahaan yang telah tergabung. Kedua inisiatif ini bertujuan meningkatkan pengalaman dan kepuasan pelanggan, sambil mempertahankan keunggulan kompetitif IFG.

Lever A.3 Marketing Culture

Lever ini bertujuan membangun budaya pemasaran *customer centric* di IFG. Inisiatif ini akan memperkuat komunikasi, interaksi pelanggan, dan kapabilitas internal yang *agile*, mengatasi pemasaran yang terfragmentasi. Melalui transformasi kepemimpinan, pemberdayaan garis depan, dan integrasi budaya, IFG akan meningkatkan kepuasan, loyalitas, dan pertumbuhan bisnis.

Lever A.4 Innovation Capabilities

Lever ini bertujuan meningkatkan keunggulan operasional dan inovasi berkelanjutan di IFG melalui standarisasi proses dan konsolidasi cabang. Langkah ini meningkatkan efisiensi, dan membangun fondasi untuk inovasi, memungkinkan IFG merespons pasar lebih cepat dan mendukung pertumbuhan jangka panjang.

Lever B. Optimize Corporate Holding Structure & Affiliate Portfolio

Untuk meningkatkan efisiensi dan keselarasan strategis, IFG mengoptimalkan struktur korporasi *Holding* dan portofolio afiliasinya melalui tiga langkah: penilaian portofolio untuk mengevaluasi konteks dan daya tarik pasar, identifikasi peluang bisnis dengan mendefinisikan posisi portofolio dalam grup, dan penguraian implikasi utama terkait perubahan komposisi portofolio serta penyesuaian dengan strategi korporasi. Inisiatif ini akan membantu merampingkan operasi dan mendorong sinergi di seluruh unit bisnis.

Lever A.1 Culture Transformation

The cultural transformation at IFG aims to create a high-performing organization that is adaptable and risk-aware. This involves five key factors: establishing clear goals and a vision, support and accountability from the board of directors, integrating values into development programs, aligning values with each function, and monitoring cultural KPIs. To foster collaboration, additional steps include organizational redesign and hosting cross-functional team events.

Lever A2: Customer Centricity

This lever focuses on enhancing customer focus at IFG through two initiatives: the development of the "One by IFG" digital platform to centralize the distribution of retail products from IFG subsidiaries, thereby increasing synergies among IFG subsidiaries. This platform will improve customer satisfaction by providing a holistic ecosystem and enhancing operational efficiency, including the centralization of customer service for One by IFG, which is integrated with participating subsidiaries. These two initiatives aim to enhance the customer experience and satisfaction while maintaining IFG's competitive advantage.

Lever A.3 Marketing Culture

This lever aims to build a customer centric marketing culture at IFG. This initiative will strengthen communication, customer interactions, and agile internal capabilities, addressing fragmented marketing efforts. Through leadership transformation, frontline empowerment, and cultural integration, IFG will enhance customer satisfaction, loyalty, and business growth.

Lever A.4 Innovation Capabilities

This lever aims to enhance operational excellence and sustainable innovation at IFG through process standardization and branch consolidation. This initiative improves efficiency and lays the foundation for innovation, enabling IFG to respond more quickly to the market and support long-term growth.

Lever B. Optimize Corporate Holding Structure & Affiliate Portfolio

To improve efficiency and strategic alignment, IFG is optimizing the Holding company's corporate structure and its portfolio of affiliates through three steps: conducting a portfolio assessment to evaluate market context and attractiveness; identifying business opportunities by defining the portfolio's position within the group; and analyzing the key implications of changes to the portfolio's composition and its alignment with corporate strategy. This initiative will help streamline operations and foster synergies across all business units.

Lever C. Technical Excellence in Underwriting, Claims, Pricing, Reserving & Reinsurance

IFG berfokus pada keunggulan teknis dalam penjaminan, pengembangan produk, dan reasuransi untuk bersaing di pasar asuransi. Hal ini mencakup penerapan analisis canggih, penentuan harga yang tepat, serta pengembangan kemampuan *underwriting* melalui strategi bisnis yang jelas dan dukungan IT. Dalam pengembangan produk, IFG berfokus pada kebutuhan nontradisional, proposisi nilai yang jelas, penggunaan data untuk profil pelanggan, dan peningkatan layanan guna memperbaiki pengalaman pelanggan.

Lever D. Strengthen & Digitize Channel Play

Untuk menghadapi era digital dan kompetisi dalam pemasaran berbasis digital, maka IFG dengan ekosistem penyedia produk Asuransi Umum, Asuransi Jiwa, Produk Investasi (Reksa Dana, Saham, Obligasi) dan produk lainnya perlu meningkatkan *user experience* yang lebih efisien. Dengan infrastruktur *microservices* serta data yang telah terintegrasi melalui One by IFG maka akan memperkuat bisnis korporasi dan kemitraan serta memberikan pandangan *holistic* terhadap ekosistem IFG pada *client* korporasi.

One by IFG adalah salah satu implementasi *shared service* yang telah digunakan akan menjadi salah satu strategi dalam penetrasi pasar ritel melalui kerja sama B2B2C.

Keberhasilan penetrasi pasar korporasi bergantung pada fokus pada industri dengan kebutuhan asuransi tinggi, produk menarik, penjualan *hybrid*, dan strategi *branding*.

Model *bancassurance* mendorong pertumbuhan bersama, sementara pengembangan cabang harus mempertimbangkan lokasi dan kebutuhan pelanggan. Adopsi digital yang dipercepat oleh pandemi membuka peluang untuk memenuhi kebutuhan asuransi ritel dan UMKM melalui model *omnichannel*.

Lever E. Strengthen CMI Core Capabilities

IFG memperkuat kapabilitas inti CMI dengan fokus pada Manajemen Aset, Advisory & Sekuritas, Kredit UMKM, dan Modal Ventura. Dalam Manajemen Aset, IFG akan membangun tim yang kuat dan memperluas jaringan global. Di bidang Advisory & Sekuritas, pengembangan hubungan klien dan kepatuhan terhadap regulasi menjadi kunci. Untuk Kredit UMKM, IFG memperkuat *underwriting* dan manajemen risiko guna menjaga profitabilitas, sementara Modal Ventura akan mendukung pertumbuhan bisnis. Dengan langkah-langkah ini, IFG berupaya menjadi pemain terkemuka di pasar modal dan investasi Indonesia.

Lever C. Technical Excellence in Underwriting, Claims, Pricing, Reserving, and Reinsurance

IFG focuses on technical excellence in underwriting, product development, and reinsurance to compete in the insurance market. This includes the application of advanced analytics, accurate pricing, and the development of underwriting capabilities through clear business strategies and IT support. In product development, IFG focuses on non-traditional needs, a clear value proposition, the use of data for customer profiling, and service improvements to enhance the customer experience.

Lever D. Strengthen & Digitize Channel Play

To navigate the digital age and compete in digital marketing, IFG—along with its ecosystem of providers offering General Insurance, Life Insurance, Investment Products (Mutual Funds, Stocks, Bonds), and other products—needs to enhance user experience to make it more efficient. With a microservices infrastructure and data integrated through One by IFG, this will strengthen corporate business and partnerships while providing corporate clients with a holistic view of the IFG ecosystem.

“One by IFG” is one of the shared service implementations already in use and will serve as a key strategy for retail market penetration through B2B2C partnerships.

The success of corporate market penetration depends on a focus on industries with high insurance needs, attractive products, hybrid sales, and branding strategies.

The bancassurance model drives shared growth, while branch expansion must take into account location and customer needs. Digital adoption, accelerated by the pandemic, has created opportunities to meet the insurance needs of retail customers and MSMEs through an omnichannel model.

Lever E. Strengthen CMI Core Capabilities

IFG is strengthening CMI's core capabilities by focusing on Asset Management, Advisory & Securities, MSME Lending, and Venture Capital. In Asset Management, IFG will build a strong team and expand its global network. In the Advisory & Securities sector, developing client relationships and ensuring regulatory compliance are key. For MSME Lending, IFG is strengthening underwriting and risk management to maintain profitability, while Venture Capital will support business growth. With these steps, IFG aims to become a leading player in Indonesia's capital and investment markets.

Lever F. Reshape Industries

IFG berencana menata ulang industri melalui inovasi model bisnis dan ekspansi pasar. Dalam menghadapi tantangan regulasi, IFG berusaha menjadi pemimpin pasar dengan berkolaborasi dengan regulator untuk menciptakan lingkungan efisien, seperti meningkatkan efisiensi BPJS dan membuka pasar asuransi kendaraan. Fokus pada teknologi baru dan pengembangan kemampuan kunci akan memastikan keberlanjutan dan keunggulan kompetitif di sektor keuangan.

Lever G. Build Holding Synergy Engine

Membangun mesin sinergi di tingkat *Holding* penting untuk memaksimalkan nilai portofolio bisnis IFG melalui kolaborasi dan berbagi *best practices*. Inisiatif ini mencakup memperkuat fungsi *Holding*, mendirikan badan tata kelola untuk *cross-selling*, dan menetapkan KPI untuk memantau sinergi. Dengan sentralisasi dan layanan bersama, IFG dapat menciptakan ekosistem terintegrasi yang mendorong inovasi dan mempertahankan keunggulan kompetitif.

Lever H. Establish Best-in-Class Health Proposition

IFG akan mengembangkan proposisi kesehatan terbaik untuk memenuhi kebutuhan asuransi kesehatan yang terus meningkat, berfokus pada produk komprehensif yang berkualitas, terjangkau, dan mudah diakses. Dengan memanfaatkan Inhealth, IFG akan berfokus dengan mengembangkan *patient-led experience* untuk mengurangi *loss ratio* dan meningkatkan kualitas layanan. IFG juga akan memperluas segmen ritel dan/atau *worksite* melalui produk *top-up managed care* ataupun bekerja sama dengan BPJS Kesehatan.

Lever I. Expand and Optimize Sharia Business

Memperluas bisnis syariah adalah prioritas strategis IFG untuk memenuhi permintaan produk keuangan sesuai prinsip syariah. IFG memiliki tiga opsi strategis: mempertahankan afiliasi terpisah, menggabungkan afiliasi, atau menawarkan asuransi jiwa syariah.

Lever J. Retail DNA in D2C and B2B2C

Implementasi model *Direct-to-Consumer* (D2C) dan *Business-to-Business-to-Consumer* (B2B2C) berbasis digital untuk meningkatkan penetrasi pada *market ritel* sebagai salah satu strategi pertumbuhan IFG. Model D2C memungkinkan akses langsung ke pelanggan dan pengurangan biaya distribusi, sementara model B2B2C memperluas jangkauan pasar melalui kemitraan dengan BUMN dan ekosistem bisnis lainnya. Keberhasilan keduanya bergantung pada fleksibilitas produk dengan solusi modular untuk memberikan solusi sesuai dengan kebutuhan mitra dan pelanggan, efisiensi proses bisnis, serta implementasi *strategy go-to-market* sesuai preferensi pelanggan didukung kapabilitas teknologi yang kuat.

Lever F. Reshape Industries

IFG plans to reshape the industry through business model innovation and market expansion. In addressing regulatory challenges, IFG aims to become a market leader by collaborating with regulators to create an efficient environment, such as improving the efficiency of BPJS and expanding the auto insurance market. A focus on new technologies and the development of key capabilities will ensure sustainability and competitive advantage in the financial sector.

Lever G. Build Holding Synergy Engine

Building a synergy engine at the Holding company level is essential for maximizing the value of IFG's business portfolio through collaboration and the sharing of best practices. This initiative includes strengthening the Holding company's functions, establishing a governance body for cross-selling, and setting KPIs to monitor synergies. Through centralization and shared services, IFG can create an integrated ecosystem that drives innovation and maintains a competitive edge.

Lever H. Establish Best-in-Class Health Proposition

IFG will develop the best health insurance offerings to meet the growing demand for health insurance, focusing on comprehensive products that are high-quality, affordable, and easily accessible. By leveraging Inhealth, IFG will focus on developing a patient-led experience to reduce the loss ratio and improve service quality. IFG will also expand into the retail and/or worksite segments through managed care top-up products or by partnering with BPJS Kesehatan.

Lever I. Expand and Optimize Sharia Business

Expanding the Sharia-compliant business is a strategic priority for IFG to meet the demand for financial products that comply with Sharia principles. IFG has three strategic options: maintaining separate affiliates, merging affiliates, or offering Sharia-compliant life insurance.

Lever J. Retail DNA in D2C and B2B2C

The implementation of digital-based Direct-to-Consumer (D2C) and Business-to-Business-to-Consumer (B2B2C) models to increase penetration in the retail market as one of IFG's growth strategies. The D2C model enables direct access to customers and reduces distribution costs, while the B2B2C model expands market reach through partnerships with state-owned enterprises and other business ecosystems. The success of both depends on product flexibility, with modular solutions that provide tailored solutions to meet the needs of partners and customers, business process efficiency, and the implementation of go-to-market strategies aligned with customer preferences, all supported by robust technological capabilities.

Lever L. Early Mover into MTPL

IFG siap memanfaatkan peluang asuransi MTPL melalui persiapan beberapa aspek termasuk; produk berbasis digital, kesiapan operasional dengan *simple underwriting*, *enhanced* proses klaim dengan optimalisasi teknologi AI, serta kesiapan distribusi dengan memanfaatkan ekosistem IFG dan memperluas saluran distribusi melalui kerja sama dengan ekosistem lain.

Lever M. Grab market M&A Opportunity

Merger dan akuisisi (M&A) merupakan strategi kunci bagi IFG untuk mempercepat pertumbuhan dan memperluas pasar dengan mengakuisisi perusahaan yang melengkapi portofolio bisnisnya. IFG dapat mengeksplorasi akuisisi perusahaan kecil, meningkatkan reasuransi, dan melakukan integrasi vertikal. Keberhasilan M&A bergantung pada tiga pilar: arah integrasi yang jelas, mempertahankan talenta dan pelanggan, serta membangun model operasi yang efektif.

Lever N. Innovative CMI Offerings

Mengembangkan penawaran CMI yang inovatif adalah kunci bagi IFG untuk tetap kompetitif. Fokus pada produk baru dan tren pasar seperti kesadaran ESG, disrupsi digital, dan investasi alternatif akan memperkuat posisi IFG. Penawaran baru mencakup perdagangan karbon, pembiayaan berkelanjutan, dan dana pasif. Investasi alternatif, terutama dalam *private equity*, diperkirakan akan tumbuh pesat dan mendukung proyek infrastruktur strategis.

Lever O. Strengthen Financing Capabilities

Lever ini bertujuan meningkatkan kemampuan Grup IFG dalam mengelola sumber daya keuangan jangka pendek dan panjang dengan menyelaraskan strategi investasi dan kapasitas finansial. Melalui analisis kebutuhan modal dan eksplorasi opsi *refinancing*, termasuk penerbitan utang asing, Grup IFG dapat menurunkan biaya dan menyebarkan Lever P. *Reshape Investment Landscape* Lever ini bertujuan untuk mengoptimalkan strategi investasi Grup IFG, mencapai keseimbangan antara peningkatan *return* dan keberlanjutan. Dengan memanfaatkan sinergi antar entitas dalam grup, perusahaan dapat menciptakan sistem investasi efisien. Strategi yang responsif terhadap perubahan pasar membantu penyesuaian alokasi aset, mengoptimalkan return jangka pendek dan menjaga keseimbangan portofolio.

Lever Q. Streamline Liquidity Management

Lever ini fokus pada optimalisasi sumber daya keuangan dan efisiensi operasional Grup IFG melalui pemusatan manajemen likuiditas. Sistem *hybrid notional pooling* sebagai sumber pendanaan internal mengurangi biaya modal kerja dan meningkatkan daya tawar. Infrastruktur digital memungkinkan pengawasan *real-time* untuk penggunaan sumber daya yang efisien.

Lever L. Early Mover into MTPL

IFG is ready to capitalize on opportunities in the MTPL insurance sector by preparing in several areas, including: digital-based products; operational readiness with simplified underwriting; enhanced claims processing through the optimization of AI technology; and distribution readiness by leveraging the IFG ecosystem and expanding distribution channels through partnerships with other ecosystems.

Lever M. Grab market M&A Opportunity

Mergers and acquisitions (M&A) are a key strategy for IFG to accelerate growth and expand its market reach by acquiring companies that complement its business portfolio. IFG can explore acquisitions of small companies, expand its reinsurance operations, and pursue vertical integration. The success of M&A depends on three pillars: a clear integration strategy, retaining talent and customers, and building an effective operating model.

Lever N. Innovative CMI Offerings

Developing innovative CMI offerings is key for IFG to remain competitive. A focus on new products and market trends—such as ESG awareness, digital disruption, and alternative investments—will strengthen IFG's position. New offerings include carbon trading, sustainable financing, and passive funds. Alternative investments, particularly in private equity, are expected to grow rapidly and support strategic infrastructure projects.

Lever O. Capabilities Strengthen Financing

This lever aims to enhance the IFG Group's ability to manage short- and long-term financial resources by aligning its investment strategy with its financial capacity. Through capital needs analysis and the exploration of refinancing options—including the issuance of foreign debt—the IFG Group can reduce costs and diversify Lever P. Reshape the Investment Landscape This lever aims to optimize the IFG Group's investment strategy, striking a balance between return growth and sustainability. By leveraging synergies among entities within the group, the company can create an efficient investment system. A strategy that responds to market changes helps adjust asset allocation, optimize short-term returns, and maintain portfolio balance.

Lever Q. Streamline Liquidity Management

This lever focuses on optimizing the IFG Group's financial resources and operational efficiency through centralized liquidity management. The hybrid notional pooling system serves as an internal funding source, reducing working capital costs and strengthening bargaining power. Digital infrastructure enables real-time monitoring to ensure the efficient use of resources.

Lever R. Environment, Social, & Governance

Lever ini memperkuat kapabilitas ESG perusahaan untuk menerapkan prinsip-prinsip ESG dan tanggung jawab sosial lingkungan ("TJSL") sesuai regulasi BUMN, mendukung keberlanjutan. Program ini menekankan tata kelola yang efektif, inisiatif *Parenting Governance*, dan pentingnya CSR untuk kepatuhan dan *branding*.

Lever S. Centralization and Shared services

Lever ini fokus pada sentralisasi dan *shared services* untuk meningkatkan efisiensi dan mengurangi biaya di IFG, melalui *Center of Excellence* (CoE) dan *Shared Services Center* (SSC) dalam TI, SDM, dan pemasaran. Model operasi tersentralisasi memperkuat kepatuhan regulasi dan manajemen risiko dengan akuntabilitas yang jelas. Pengelolaan aset fisik juga penting, dengan peninjauan strategi dan tata kelola diperlukan, di mana model terintegrasi yang dikoordinasikan oleh *Holding* dianggap pilihan terbaik untuk optimalisasi portofolio aset.

Lever T. Risk Management

Memperkuat manajemen risiko di IFG sangat penting untuk stabilitas jangka panjang, dengan fokus pada pertumbuhan, alokasi sumber daya, dan perlindungan dari risiko. Penguatan peran Komite Manajemen Risiko Terintegrasi dan kerangka manajemen risiko strategis diperlukan untuk menghadapi tantangan ekonomi global. Selain itu, inisiatif perlindungan data pribadi harus ditingkatkan melalui teknologi enkripsi dan pelatihan pegawai untuk menjaga kepercayaan pelanggan dan mematuhi regulasi.

Lever U. Performance and People

Membangun budaya berkinerja tinggi dan berinvestasi dalam SDM adalah kunci kesuksesan IFG. Inisiatif ini meliputi manajemen kinerja, pengembangan bakat, dan strategi keterlibatan pegawai. Dukungan kepemimpinan yang kuat dan pengembangan *levers* yang tepat sangat penting untuk mencapai tujuan organisasi.

Lever V. Transform Finance Function

IFG akan mentransformasi fungsi keuangannya untuk tetap kompetitif dengan menerapkan perencanaan bisnis terintegrasi dan alat manajemen kinerja canggih. Fokus utama adalah implementasi PSAK 117 melalui peningkatan sistem dan proses bisnis. IFG juga akan mendirikan *Center of Excellence* untuk strategi investasi, dan menerapkan sistem informasi manajemen terpusat untuk modernisasi manajemen data dan pelaporan keuangan.

Lever W. Establish & Strengthen Digital Capabilities

Kapabilitas digital sangat penting dalam inovasi dan daya saing. Fokusnya adalah pada transformasi digital, pengembangan infrastruktur, dan kesiapan sistem IT untuk pengambilan keputusan berbasis data. IFG juga akan membangun budaya pembelajaran dan meningkatkan keterampilan digital pegawai.

Lever R. Environmental, Social, & Governance

This lever strengthens the Company's ESG capabilities to implement ESG principles and Social and Environmental Responsibility ("TJSL") in accordance with SOE regulations, thereby supporting sustainability. The program emphasizes effective governance, Parenting Governance initiatives, and the importance of CSR in supporting compliance and corporate branding.

Lever S. Centralization and Shared Services

This Lever focuses on centralization and shared services to enhance efficiency and reduce costs across IFG, through Center of Excellence (CoE) and Shared Services Center (SSC) on IT, Human Capital, and marketing. A centralized operation model strengthens regulatory compliance and risk management through clear accountability. Physical asset management is also crucial, with required strategy reviews and governance, where an integrated model that is coordinated by Holding is deemed as the optimal approach for asset portfolio optimization.

Lever T. Risk Management

Strengthening risk management across IFG is crucial for long-term stability, with clear focus on growth, resource allocation, and risk protection. Strengthening the role of the Integrated Risk Management Committee and strategic risk management framework is necessary to navigate global economic challenges. Furthermore, personal data protection initiatives must be enhanced through encryption technologies and employee training to maintain customer trust and regulatory compliance.

Lever U. Performance and People

Building a high performance-oriented culture and investing in human capital are key to IFG's success. This initiatives covers performance management, talent development, and employee engagement strategy. A strong leadership support and an appropriate levers development is necessary to achieve company's goals.

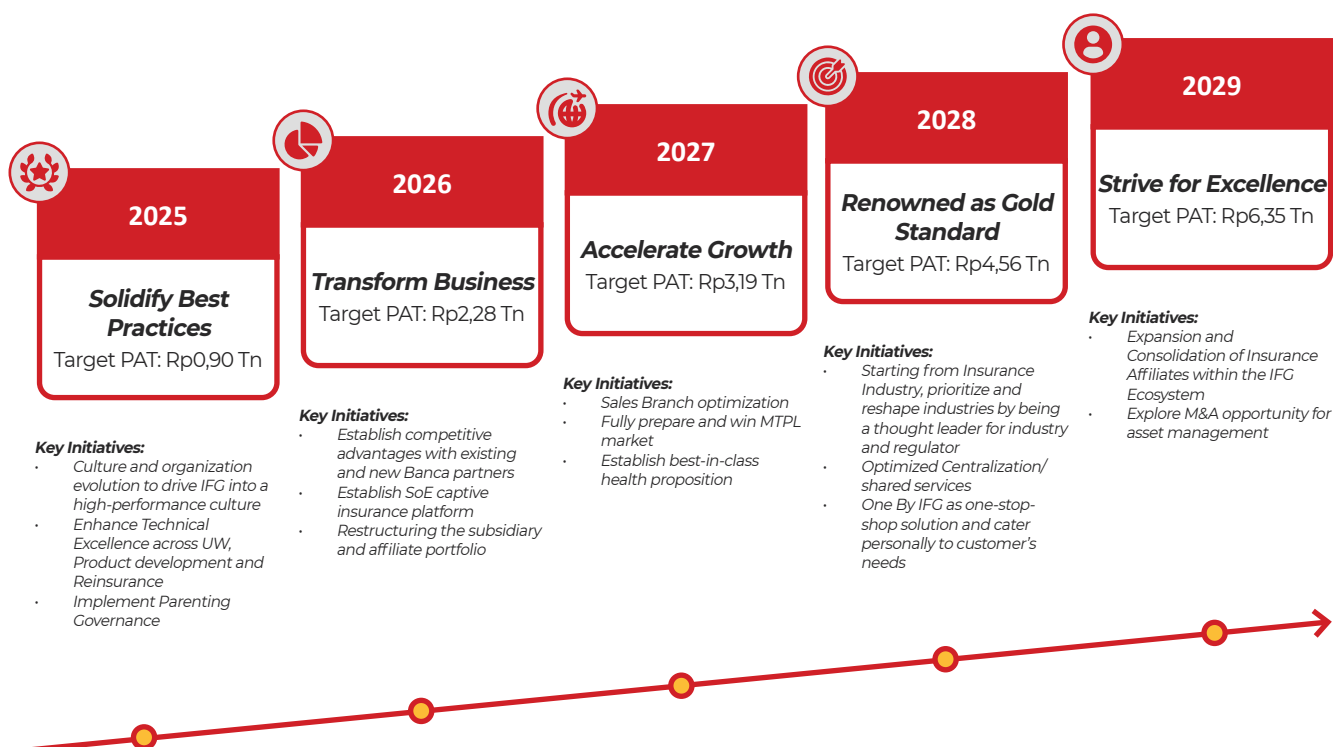
Lever V. Transform Finance Function

IFG will transform its finance function to remain competitive by implementing integrated business planning and advanced performance management tools. The main focus is implementation of PSAK 117 through system enhancement and business process. IFG will also establish a Center of Excellence for investment strategy, and applying centered information system to modernize data management and financial report.

Lever W. Establish & Strengthen Digital Capabilities

Digital capability is crucial in innovation and competitiveness. The focus is on digital transformation, infrastructure, and IT system readiness for data-based decision making. IFG will also establish learning culture and enhance employee's digital skill.

Gambar Strategi 2025-2029
Figure of Strategy for 2025-2029



Selanjutnya, pelaksanaan Strategi pada RJPP 2025-2029 diturunkan menjadi tema strategis per tahun untuk memastikan keberlanjutan dari strategi serta inisiatif strategis yang dicanangkan. Adapun Strategi pada RKAP 2025, sesuai dengan Tema RKAP 2025: *Solidify Best Practices*, maka fokus rencana kerja yang dilakukan selama tahun 2025 bertujuan untuk memperbaiki fundamental bisnis perusahaan dengan melakukan praktik-bisnis yang mengacu pada *best practices*, memperkuat kapabilitas, serta transformasi organisasi dan budaya untuk mencapai organisasi yang berkinerja unggul (*high performing organization*). Dengan demikian, IFG menyusun 16 Proyek Korporasi sebagai berikut:

1. Pengoptimalan Program Penugasan Pemerintah;
2. Pengembangan Sistem Informasi Penjaminan;
3. KAM dan Penguatan Kapasitas Bisnis Asuransi (*Joint Underwriting*, Reasuransi, dan *Risk Management Partner*);
4. Peningkatan dan Penguatan *Distribution Channel* (Digital, B2B2C, G2G);
5. Persiapan untuk Masuk ke dalam Pasar MTPL;
6. Digitalisasi Proses Bisnis;
7. Perbaikan layanan Asuransi Kesehatan berbasis *patient led-experience* untuk menurunkan *claim ratio*;
8. *Purpose Activation and Culture Transformation*;
9. *Talent Management and Development*;
10. Implementasi *Shared Service*;
11. Peningkatan Tata Kelola dan Manajemen Keuangan;
12. Pengembangan dan Implementasi ERP;

Furthermore, the implementation of 2025-2029 RJPP (Company's Long Term Plan) is cascaded into annual strategic themes to ensure the sustainability of the planned strategies and initiatives. Furthermore the strategy of 2025 RKAP, according to the theme of 2025 RKAP: *Solidify Best Practices*, then the focus of the work plan executed throughout 2025 aims to fix company's business fundamental by doing business-practice, strengthening capability, also organization transformation and a culture to reach high performing organization. Accordingly, IFG formulated 16 Corporate Projects as follows:

1. Optimization of Government Assignment Programs;
2. Development of Guarantee Information Systems;
3. Key Account Management (KAM) and Capacity Enhancement of Insurance Business (Joint Underwriting, Reinsurance, and Risk Management Partners);
4. Enhancement and Strengthening of Distribution Channels (Digital, B2B2C, G2G);
5. Preparation for Market Entry into Voluntary Motor Third-Party Liability (MTP) Insurance;
6. Digitalization of Business Processes;
7. Improvement of Health Insurance Services Based on Patient-Led Experience to Reduce Claim Ratios;
8. Purpose Activation and Culture Transformation;
9. Talent Management and Development;
10. Shared Services Implementation;
11. Enhancement of Financial Governance and Management;
12. Development and Implementation of Enterprise Resource Planning (ERP);

13. Implementasi PSAK 117;
14. Optimalisasi Aset dan Investasi;
15. Program *Environmental, Social, and Governance* (ESG);
16. Tindak Lanjut Kajian *Brand* Arsitektur

Disisi lain, Anggota *Holding* yang bergerak di segmen asuransi umum dan penjaminan telah menetapkan sejumlah strategi utama sebagai berikut:

1. Askrindo

Strategi utama perusahaan tahun 2025 telah diselaraskan dengan strategi utama RJPP 2025-2029 sebagai berikut:

a. *Secure Market Positioning and Increase Market Share*

Strategi ini bertujuan untuk meningkatkan *market share* perusahaan melalui peningkatan *brand awareness*, *market presence*, loyalitas pelanggan, dan kepercayaan pelanggan dengan meningkatkan sinergi dengan ekosistem BUMN maupun membentuk jalur distribusi baru ke pelanggan nonBUMN.

b. *Transform Core System and Accelerate Digitalization*

Strategi ini bertujuan untuk mempercepat digitalisasi dan juga transformasi *core system* yang dimiliki oleh PT Askrindo untuk mendukung standardisasi pada seluruh proses bisnis, baik dari sisi *front-end customer facing* maupun *back-end*.

c. *Reshape Organization Structure and Performance Management*

Strategi ini bertujuan untuk mengembangkan sumber daya manusia yang ada pada PT Askrindo dengan mengembangkan struktur organisasi yang sesuai dengan kebutuhan bisnis dan operasional perusahaan. Pengembangan ini juga didukung oleh pengukuran performa karyawan yang berkelanjutan berdasarkan KPI/target pencapaian yang dibentuk.

d. *Optimize Product through Portfolio Recomposition*

Mengembangkan produk-produk nonpenugasan untuk meningkatkan *competitive advantage* PT Askrindo, termasuk kerja sama dan *bundling* produk dengan Perusahaan afiliasi dan memanfaatkan sinergi dalam memperluas jaringan distribusi PT Askrindo.

e. *Nurture Human capital & foster competitive and collaborative culture*

Meningkatkan kompetensi karyawan yang berkelanjutan melalui *training*, sertifikasi, serta program pendukung lainnya serta memupuk budaya SDM yang kompetitif dan kolaboratif.

f. *Guard Operations and Investment Optimization*

Dalam menjalankan kegiatan operasionalnya, PT Askrindo perlu untuk memastikan sistem operasional dan pengelolaan Perusahaan yang mengedepankan tata kelola perusahaan yang baik, kepatuhan dan prinsip manajemen risiko dalam pengambilan keputusan yang tepat, mengidentifikasi, menganalisis, menilai, memitigasi, serta melakukan monitoring terhadap risiko yang ada di perusahaan.

13. Implementation of PSAK 117;
14. Asset and Investment Optimization;
15. Environmental, Social, and Governance (ESG) Programs;
16. Follow-Up on Brand Architecture Study

However, Holding Members in the general insurance and guarantee segment have set a number of main strategies as follows:

1. Askrindo

The company's main strategy in 2025 have been aligned with 2025-2029 RJPP (Company's Long Term Plan) as follows:

a. *Secure Market Positioning and Increase Market Share*

This strategy aims to increase the company's market share through brand awareness enhancement, market presence, customer loyalty and trust by enhancing synergy with State-Owned Enterprise (SOE) as well as establishing new distribution route to non-SOE customers.

b. *Transform Core System and Accelerate Digitalization*

This strategy aims to accelerate digitalization and transform core system owned by PT Askrindo to support standardization on every business process, both from front-end customer or back-end customer facing.

c. *Reshape Organization Structure and Performance Management*

This strategy aims to develop human capital on PT Askrindo by developing appropriate organization structure with business needs and the company's operational. This development is also supported by sustainable employee's performance measurement based on established KPI/target goals.

d. *Optimize Product Through Portfolio Recomposition*

Developing non-assignment products to enhance competitive advantage PT Askrindo, including partnership and product bundling with affiliated company and leveraging synergy in expanding distribution network of PT Askrindo.

e. *Nurture Human Capital & Foster Competitive and Collaborative Culture*

Enhancing sustainable employee competence through training, certification, as well as other supporting programs and foster competitive and collaborative culture.

f. *Guard Operations and Investment Optimization*

In carrying out the company's operational, PT Askrindo need to ensure the company's operational and management system that prioritize good governance, compliance and risk management principal in making the appropriate decision, identify, analyze, assess, mitigate, as well as monitor risks within the company.

Inisiatif Strategis:

- Meningkatkan *partnership* dan *bancassurance* melalui ekspansi bisnis ke BUMN, Lembaga Pemerintah, Korporasi dan Swasta.

PT Askrindo bertujuan untuk memperluas jangkauan pasar dan meningkatkan sinergi bisnis melalui kerja sama dengan berbagai entitas, baik milik negara maupun swasta. Dengan inisiatif ini PT Askrindo berupaya meningkatkan penetrasi produk, memperluas basis pelanggan, dan memperkuat posisi di pasar asuransi dan layanan keuangan.

- Memperkuat *Brand Awareness* Askrindo sebagai *top choice* pada industri asuransi.

PT Askrindo bertujuan untuk meningkatkan kesadaran, pengenalan, dan preferensi publik terhadap Askrindo sebagai perusahaan asuransi pilihan utama. Upaya ini mencakup berbagai strategi komunikasi, pemasaran, dan kampanye yang terintegrasi untuk memperluas jangkauan merek PT Askrindo di mata masyarakat dan target pasar. Dengan memperkuat *brand awareness*, PT Askrindo dapat meningkatkan kepercayaan dan kesadaran pasar, yang pada akhirnya akan membantu meningkatkan pangsa pasar, daya saing, dan reputasi perusahaan sebagai pemimpin di industri asuransi.

- Inovasi layanan berbasis data untuk personalisasi produk asuransi sesuai kebutuhan pelanggan
Memanfaatkan teknologi dan analisis data dalam menciptakan layanan asuransi yang lebih relevan, tepat sasaran, dan disesuaikan dengan kebutuhan unik setiap pelanggan. Inovasi berbasis data mengacu pada penggunaan data untuk mengembangkan layanan baru atau meningkatkan layanan yang sudah ada. Tujuan utamanya adalah menciptakan layanan yang lebih responsif, efisien, dan sesuai dengan kebutuhan pelanggan secara *real-time*, sehingga dapat memberikan nilai tambah yang lebih besar.

Dengan memahami perilaku dan kebutuhan spesifik dari setiap pelanggan melalui data, perusahaan dapat menawarkan produk yang lebih sesuai, baik dari segi harga, cakupan perlindungan, maupun layanan tambahan. Hal ini akan meningkatkan kepuasan pelanggan dan membangun loyalitas jangka panjang. Inisiatif ini akan memperkuat posisi perusahaan di industri asuransi dengan memberikan solusi yang lebih spesifik dan relevan kepada pelanggan, yang pada akhirnya meningkatkan kepuasan dan loyalitas pelanggan, serta menciptakan pertumbuhan bisnis yang berkelanjutan.

- Pembaruan *core system*, *underwriting decision engine*, serta penguatan *cyber security* untuk mendukung keberlanjutan Perusahaan dan Anak Perusahaan
Inisiatif yang dilakukan bertujuan untuk memperkuat infrastruktur teknologi dan sistem operasional perusahaan guna mendukung efisiensi, akurasi, dan keamanan dalam menjalankan bisnis, baik di perusahaan induk maupun anak perusahaan. Dengan memperbarui *core system*,

Strategic Initiatives:

- Strengthening partnership and bancassurance through business expansion to State-owned Enterprises (SOEs), Government Institutions, Corporation and Private Sector.

PT Askrindo aims to expand market reach and strengthening business synergy through partnering with various entities, both state-owned and private sector. Driven by this initiative, PT. Askrindo tries to enhance product penetration, expand customer's basis, and strengthen its position in insurance market and financial service.

- Strengthening Brand Awareness Askrindo as the top choice in insurance industry

PT Askrindo aims to raise awareness, introduction, and public's preference on Askrindo as the top-choice insurance company. This effort covers various communication strategies, marketing, and integrated campaigns to expand PT. Askrindo's awareness in the society and market. Through strengthening brand awareness. PT. Askrindo is able to build trust and awareness, which eventually helps expand market share, competitiveness, and reputation as a leading company in insurance industry.

- Data-driven service innovation to personalize insurance products tailored to customer needs
Harnessing technology and data analytics to create insurance services that are more relevant, targeted, and tailored to the unique needs of each customer. Data-driven innovation refers to the use of data to develop new services or enhance existing ones. The primary objective is to create services that are more responsive, efficient, and aligned with customer needs in real time, thereby delivering greater added value.

By understanding behavior and specific needs of each customer through the use of data, the company can offer the suitable products, as in the price, protection coverage, and/or extra services. This can improve customer's satisfaction and build long-term loyalty. This initiative will strengthen the company's position in insurance industry by offering more specific and relevant solutions to the customers, and eventually improve customer's satisfaction and loyalty, as well as create the growth of sustainable business.

- Core system update, underwriting decision engine, and strengthening cyber security in supporting Company and its subsidiaries' sustainability.
This effort is aimed to strengthen technology infrastructure and operational system of the company in the effort of supporting efficiency, accuracy, and security in operating a business, both for parent company and subsidiaries. By updating core system, underwriting decision engine,

underwriting decision engine serta penguatan *cyber security*, PT Askrindo dapat memodernisasi infrastruktur teknologi perusahaan, meningkatkan proses pengambilan keputusan berbasis risiko, dan melindungi aset digital untuk mendukung pertumbuhan yang berkelanjutan, baik di perusahaan induk maupun anak perusahaannya.

- Mengembangkan Struktur Organisasi yang sesuai dengan strategi dan kebutuhan bisnis PT Askrindo
PT Askrindo akan melakukan pengembangan struktural dan budaya kerja di dalam perusahaan, guna meningkatkan kinerja, adaptabilitas, serta menciptakan lingkungan kerja yang lebih inovatif dan berorientasi pada tujuan jangka panjang. Dengan inisiatif ini, perusahaan akan menciptakan organisasi yang lebih adaptif, inovatif, dan efisien, serta menumbuhkan budaya kerja yang mendukung produktivitas dan pertumbuhan jangka panjang.

- Mengembangkan KPI yang tepat sasaran serta sistem *performance management* secara *real time* yang didukung oleh *dashboard*

PT Askrindo dalam menciptakan struktur organisasi yang optimal, penting untuk memiliki pengukuran kinerja *Key Performance Indicators* atau KPI yang tepat sasaran. KPI yang tepat akan memastikan bahwa pertumbuhan performa karyawan dapat dipantau dan ditingkatkan secara berkelanjutan. Dengan pendekatan yang tepat terhadap pengukuran kinerja, *tools* pendukung seperti *dashboard* untuk monitoring kinerja dan pencapaian secara korporat maupun individu, organisasi dapat menciptakan lingkungan kerja yang mendukung pertumbuhan performa karyawan yang berkelanjutan. KPI yang tepat sasaran menjadi alat yang sangat efektif untuk memastikan bahwa setiap individu dalam organisasi bekerja menuju tujuan bersama dengan cara yang paling produktif dan efisien.

- Mengembangkan produk asuransi nonpenugasan yang terjangkau dan relevan bagi Masyarakat khususnya UMKM

PT Askrindo akan memperluas jangkauan asuransi kepada segmen pasar yang lebih luas, terutama masyarakat berpenghasilan rendah dan usaha mikro, kecil, dan menengah (UMKM). Pengembangan produk asuransi nonpenugasan melibatkan pembuatan produk yang sederhana, mudah dipahami, dan sesuai dengan risiko yang paling relevan bagi target pasar ini. Dengan inisiatif ini, perusahaan tidak hanya dapat memenuhi kebutuhan perlindungan bagi masyarakat berpenghasilan rendah dan UMKM, tetapi juga berkontribusi pada pertumbuhan ekonomi yang inklusif, memperkuat posisi perusahaan sebagai pelopor dalam inovasi asuransi nonpenugasan yang relevan dan terjangkau serta memperluas cakupan pasar Askrindo di sektor komersial yang lebih luas.

- Mengembangkan produk asuransi digital yang terintegrasi dengan platform teknologi untuk menjangkau pasar lebih luas

PT Askrindo memanfaatkan teknologi digital guna menciptakan produk asuransi yang lebih mudah

and strengthening cyber security, PT. Askrindo can modernize technology infrastructure of the company, improve the process of risk-based decision making, and protect digital assets to support sustainable growth, for both the parent company and subsidiaries.

- Developing Organizational Structure that meets the strategy and the needs of PT. Askrindo
PT. Askrindo will apply structural development and workplace culture in the company to improve performance, adaptability, and also create a more innovative and long-term goal-oriented workplace. With this initiative, the Company will create an organization that is more adaptive, innovative, and efficient, as well as fostering workplace culture that supports productivity and long-term growth.
- Developing targeted KPIs and a real-time dashboard-supported performance management system

PT Askrindo's effort in establishing an optimal organizational structure requires well-defined and targeted Key Performance Indicators (KPIs). Appropriate KPIs ensure that employee performance can be effectively monitored and continuously improved. Through an effective performance measurement approach, supported by tools such as dashboards for real-time monitoring of corporate and individual performance and achievements, the organization can foster a work environment that supports sustainable improvements in employee performance. Targeted KPIs serve as an effective tool to ensure that every individual within the organization works toward shared goals in the most productive and efficient manner.

- Developing affordable and relevant non-assignment insurance products for communities, particularly MSMEs

PT Askrindo's will expand insurance access to broader market segments, particularly low-income communities and micro, small, and medium enterprises (MSMEs). The development of non-assignment insurance products involves creating solutions that are simple, easy to understand, and tailored to the risks most relevant to these target markets. Through this initiative, the Company not only addresses the protection needs of low-income communities and MSMEs but also contributes to inclusive economic growth. It further strengthens the Company's position as a pioneer in relevant and affordable non-assignment insurance innovation while expanding Askrindo's market reach across the broader commercial sector.

- Developing digital insurance products integrated with technology platforms to reach broader markets

PT. Askrindo harnesses digital technology to develop insurance products that are more accessible,

diakses, efisien, dan dapat menjangkau segmen pasar yang lebih besar. Dengan mengembangkan produk asuransi digital yang terintegrasi dengan platform teknologi, perusahaan dapat memperluas jangkauan pasar, meningkatkan efisiensi operasional, serta memberikan pengalaman pelanggan yang lebih baik. Inisiatif ini memungkinkan perusahaan untuk beradaptasi dengan tren digital dan memenuhi permintaan pasar yang semakin berkembang menuju layanan berbasis teknologi.

- Pengembangan kompetensi *technical skill* dan *soft skill* yang selaras dengan kebutuhan bisnis dan *core competencies* Perusahaan menggunakan metode *learning framework 70:20:10*.
- PT Askrindo bertujuan untuk meningkatkan kemampuan karyawan secara menyeluruh, baik dari sisi teknis maupun nonteknis, dengan pendekatan yang terstruktur dan sesuai dengan kebutuhan perusahaan. Pengembangan kompetensi ini akan disesuaikan dengan kebutuhan bisnis dan *core competencies* perusahaan, yakni keterampilan inti yang menjadi keunggulan kompetitif perusahaan. Hal ini memastikan bahwa setiap pelatihan yang diberikan selaras dengan visi, misi, dan strategi perusahaan.

Dengan inisiatif ini, kualitas sumber daya manusia akan meningkat, tujuan bisnis tercapai, dan terciptanya lingkungan kerja yang lebih efektif dan kompetitif.

- Transformasi budaya agar memiliki etos kerja yang tinggi, integritas, daya saing, dan komitmen terhadap pelayanan pelanggan serta penguatan budaya AKHLAK
PT Askrindo akan berfokus pada transformasi budaya untuk menciptakan etos kerja yang tinggi, integritas, daya saing, serta komitmen kuat terhadap pelayanan pelanggan. Dengan penguatan budaya AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai pilar utamanya, perusahaan berkomitmen untuk membangun fondasi yang berkelanjutan guna mencapai kinerja yang lebih baik dan keberlanjutan jangka panjang.
- Memastikan *operational excellence* Perusahaan dan Anak Perusahaan
PT Askrindo bertujuan untuk mencapai tingkat efisiensi dan efektivitas operasional tertinggi dalam seluruh proses bisnis. *Operational excellence* adalah filosofi manajemen yang menekankan perbaikan berkelanjutan, pengurangan pemborosan, dan peningkatan nilai bagi pelanggan. Dengan memastikan *operational excellence* di seluruh perusahaan dan anak perusahaan, organisasi tidak hanya akan meningkatkan efisiensi dan efektivitas operasional, tetapi juga menciptakan nilai tambah bagi pelanggan dan pemangku kepentingan. Inisiatif ini merupakan langkah penting dalam menciptakan fondasi yang kuat untuk pertumbuhan berkelanjutan dan keberhasilan jangka panjang.

efficient, and capable of reaching broader market segments. By developing digital insurance products integrated with technology platforms, the Company can expand its market reach, improve operational efficiency, and deliver an enhanced customer experience. This initiative enables the Company to adapt to digital trends and respond to growing market demand for technology-enabled services.

- Upgrading technical and soft skill competency that are aligned with business demands and Company's core competencies using learning framework 70:20:10 methods
- PT Askrindo aims to enhance employees' overall capabilities, both technical and non-technical, through a structured approach aligned with the Company's needs. Competency development will be tailored to business requirements and the Company's core competencies, namely the essential skills that constitute its competitive advantage. This ensures that all training provided is aligned with the Company's vision, mission, and strategy.

Through this initiative, the quality of human resources is expected to improve, supporting the achievement of business objectives and the creation of a more effective and competitive work environment.

- Cultural transformation to foster a strong work ethic, integrity, competitiveness, and commitment to customer service, as well as to strengthen the AKHLAK culture.
PT Askrindo will focus on culture transformation to create a strong work ethic, integrity, competitiveness, as well as strong commitment to customer service. With additional AKHLAK (Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif)/ (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) culture as the main pillar of company commitment to build a sustainable foundation to achieve a better and long lasting performance.
- Ensuring Operational Excellence at the Company and Its Subsidiaries
PT Askrindo aims to achieve the highest levels of operational efficiency and effectiveness across all business processes. Operational excellence is a management philosophy that emphasizes continuous improvement, waste reduction, and creating value for customers. By ensuring operational excellence throughout the company and its subsidiaries, the organization will not only improve operational efficiency and effectiveness but also create added value for customers and stakeholders. This initiative is an important step in building a strong foundation for sustainable growth and long-term success.

- Pengoptimalan aset strategis dan pengelolaan aset investasi untuk pertumbuhan jangka panjang yang berkelanjutan
PT Askrindo bertujuan untuk memaksimalkan nilai dari aset-aset utama perusahaan dan mengelola portofolio investasi secara optimal. Fokusnya adalah pada strategi yang memastikan aset tersebut memberikan kontribusi signifikan terhadap kinerja perusahaan, sambil menjaga keseimbangan risiko dan pengembalian untuk mendukung pertumbuhan yang berkelanjutan. Dengan pendekatan yang proaktif dan berfokus pada jangka panjang, perusahaan akan memastikan stabilitas finansial dan pencapaian tujuan strategisnya.
- Memperkuat kerangka kerja tata kelola Perusahaan, manajemen risiko, dan kepatuhan
Memastikan bahwa perusahaan beroperasi dengan standar tata kelola yang tinggi, mengelola risiko secara efektif, dan mematuhi peraturan yang berlaku. Dengan memperkuat kerangka kerja ini, perusahaan dapat meningkatkan transparansi, akuntabilitas, dan integritas dalam seluruh operasionalnya. Selain itu, manajemen risiko yang solid akan melindungi perusahaan dari potensi ancaman, sementara kepatuhan yang ketat memastikan bahwa perusahaan tetap beroperasi dalam batas hukum, memperkuat reputasi dan keberlanjutan bisnis jangka panjang.

2. Jasindo

- a. Strategi Bisnis Utama yang dijalankan oleh perusahaan dapat dijabarkan sebagaimana penjelasan di bawah ini:
 - Optimalisasi Eksekusi Bisnis pada Segmen Korporasi
 - *Distribution Excellence*
 - Memastikan Profitabilitas pelaksanaan Penugasan dan Program Pemerintah
 - Meningkatkan Keunggulan Perusahaan pada Segmen Ritel melalui skema B2B2C, melalui:
 - i) Pengembangan produk dan solusi yang relevan dengan kebutuhan *customer*
 - ii) Membangun kemitraan dan kerja sama strategis, kolaborasi dengan BUMN dan mitra lainnya seperti perbankan, *leasing* dan perusahaan *platform digital*.
 - Pendalaman terhadap Bisnis dan Organisasi Klien.
 - Analisa atas seluruh Ekosistem dari Klien.
 - Mengembangkan potensi bisnis.
 - iii) Melakukan program pemasaran berbasis literasi
 - iv) Penguatan infrastruktur teknologi
 - v) Mengembangkan *customer care*
 - vi) Evaluasi dan Pengukuran Kinerja
 - vii) Memperkuat Keunggulan Operasional

- Strategic asset optimization and investment asset management for sustainable long-term growth

PT Askrindo aims to maximize the value of the company's core assets and manage its investment portfolio optimally. It focused on strategy that ensure the asset produced a significant contribution to company's performance, while maintaining a balance between risk and return to support sustainable growth. With a proactive and long-term-focused approach, the company will ensure financial stability and the achievement of its strategic goals.

- Strengthen the Company's governance framework, risk management, and compliance frameworks
Ensure that the company operates with high standards of management, manages risks effectively, and complies with applicable regulations. By strengthening this framework, the company can enhance transparency, accountability, and integrity across all its operations. In addition, robust risk management will protect the company from potential threats, while strict compliance ensures that the company continues to operate within legal boundaries, thereby strengthening its reputation and long-term business sustainability.

2. Jasindo

- a. Main Business Strategy activities carried out by the company can be described as follows:
 - Optimization Business Execution on Corporation Segment.
 - *Distribution Excellence*
 - Ensuring the profitability of government assignments and programs.
 - Enhancing the Company's Competitive Edge in the Retail Segment through a B2B2C model, by:
 - i) Development of products and solutions tailored to customer needs.
 - ii) Building strategic partnerships and cooperation, and collaborating with state-owned enterprises and other partners such as banks, leasing companies, and digital platform companies.
 - In-depth understanding of the client's business and organization.
 - Analysis of the client's entire ecosystem.
 - Developing business potential.
 - iii) Implementing literacy-based marketing programs.
 - iv) Strengthening technology infrastructure.
 - v) Developing customer care.
 - vi) Performance Evaluation and Measurement.
 - vii) Strengthening Operational Excellence.

b. Strategi *Enablers*:

- Penguatan Tata Kelola, Manajemen Risiko dan Kepatuhan
- Penguatan Infrastruktur IT, *Cybersecurity & IT Business Support*
- Implementasi PSAK 117
- Optimalisasi Kinerja Keuangan Perusahaan
- Meningkatkan Kapabilitas Talenta dan Menerapkan Budaya Perusahaan yang produktif
- Optimalisasi Kinerja Anak Perusahaan

3. Jasa Raharja

a. Upaya optimalisasi penyaluran santunan.

- Penyempurnaan kategorisasi jenis cidera pada DC-FKMN-JR dan *Unit Cost*;
- Peningkatan jumlah Rumah Sakit yang menggunakan FKMN;
- Memasukkan proses verifikasi korban meninggal dunia secara tersistemasi;
- *Leveraging new skills melalui program pelatihan petugas frontliners – cultivating networking dan partnerships*;
- *Post payment analysis* keselamatan transportasi;
- Membentuk komite antara Jasa Raharja, Korlantas, dan Kementerian Keuangan untuk mengidentifikasi program pencegahan kecelakaan serta meningkatkan kolektabilitas Sumbangan Wajib.

b. Upaya peningkatan tingkat kepatuhan dan penguatan data kendaraan.

- Diplomasi kebijakan dalam penegasan penerapan Pasal 74 UU No. 22 Tahun 2009 Tentang Lalu Lintas dan Angkutan Jalan (pengenaan sanksi penghapusan registrasi dan identifikasi kendaraan bermotor (KB) atas KB yang tidak diregistrasi ulang dua (2) tahun sejak STNK mati;
- Memperbaiki kualitas dan keakuratan data yang diinput pada sistem Loker 1 SAMSAT melalui implementasi *Data Quality Management (DQM)/ Master Data Management (MDM)*;
- Diplomasi kebijakan dengan Pemerintah Kota dan Kabupaten terkait implementasi UU. No. 1 Tahun 2022 Tentang Hubungan Keuangan antara Pemerintah Pusat dan Pemerintah Daerah, terutama pada daerah dengan tingkat kolektabilitas SWDKLLJ yang rendah;
- Diplomasi kebijakan dengan mitra strategis JR untuk implementasi regulasi PKB dan SWDKLLJ menjadi persyaratan perizinan instansi Pemerintah dalam pembayaran PBB, persyaratan pengajuan kredit dilembaga keuangan bank dan nonbank, dan persyaratan penggunaan fasilitas umum lainnya (tempat parkir dll);

b. Strategy Enablers:

- Strengthening Governance, Risk Management, and Compliance
- Strengthening IT Infrastructure, Cybersecurity, and IT Business Support
- Implementation of PSAK 117
- Optimizing the Company's Financial Performance
- Enhancing Talent Capabilities and Fostering a Productive Corporate Culture
- Optimizing the Performance of Subsidiaries

3. Jasa Raharja

a. Efforts to optimize the distribution of benefits.

- Refining the categorization of injury types in the DC-FKMN-JR and Unit Cost systems;
- Increasing the number of hospitals using the FKMN system;
- implementing a systematic verification process for fatalities;
- Leveraging new skills through training programs for frontline staff – cultivating networks and partnerships;
- Conducting post-payment analysis of transportation safety;
- Forming a committee comprising Jasa Raharja, Korlantas, and the Ministry of Finance to identify accident prevention programs and improve the collectability of Compulsory Contributions.

b. The effort to improve compliance rates and strengthen vehicle data.

- policy diplomacy in enforcing Article 74 of Law No. 22 of 2009 on Road Traffic and Transportation (the imposition of sanctions involving the removal of motor vehicle registration and identification for vehicles that have not been re-registered within 2 (two) years of the expiration of their Vehicle Registration Certificate (STNK));
- Improving the quality and accuracy of data entered into the Loker 1 SAMSAT system through the implementation of Data Quality Management (DQM) / Master Data Management (MDM);
- engaging in policy diplomacy with city and regency governments regarding the implementation of Law No. 1 of 2022 on Financial Relations between the Central Government and Local Governments, particularly in regions with low SWDKLLJ collection rates;
- Policy diplomacy with JR's strategic partners to ensure that compliance with PKB and SWDKLLJ regulations becomes a requirement for obtaining permits from government agencies for property tax (PBB) payments, a requirement for applying for credit at banking and non-banking financial institutions, and a requirement for using other public facilities (parking lots, etc.);

- Kolaborasi dengan Korlantas terkait pelaksanaan program-program pendorong peningkatan tingkat kepatuhan PKB dan SWDKLLJ (optimalisasi SIGNAL, pengembangan *Radio Frequency Identification*/RFID, optimalisasi *Electronic Traffic Law Enforcement*/ETLE);
 - Melakukan kajian penguatan metode pengutipan luran Wajib menggunakan sistem borongan atau kesiapan sistem *manifest* untuk IWKBK;
 - Penguatan kolektibilitas data IW melalui metode pembayaran aplikasi JRku serta pengembangan potensi *link channel* pembayaran IW di luar JRku;
 - *Leveraging new skills* melalui program pelatihan bagi pejabat *strategic executor – cultivating networking dan partnerships*;
 - Pembentukan *Tim Big Data* dengan kapabilitas IT dan data *driven decision making*;
 - *Leveraging new skill Big Data dan Data Science* untuk mendukung inisiasi pengembangan *Tim Big Data* meliputi 47 Algoritma *AI-Machine Learning, Data Analytic-Data Science, Data Security, Data Visualization, API dan Microservices, Data dan Analisis IoT dan Sertifikasi Cloud dan Big Data*;
 - *Leveraging new skills* kompetensi dan integritas tim aktuaria perusahaan melalui penerapan *actuarial control cycle*;
 - *Business innovation development program* berkolaborasi dengan universitas atau institusi inovasi swasta/*startup*;
 - *Roadmap* penyehatan Dana Pensiun lanjutan:
 - » Relokasi aset secara bertahap sesuai kajian ALMA; dan
 - » Melakukan perubahan tingkat bunga secara bertahap.
- c. Upaya pengembangan investasi.
- Memastikan *growth* aset investasi sebagai dasar untuk mengembangkan pendapatan investasi; dan
 - Penguatan kapabilitas tim pengelola investasi maupun komite investasi terkait manajemen portofolio dan analisis keuangan seperti *vintage analysis, cost improvement (smart spending)* dan *rolling forecast*.
- d. Menciptakan *circular shared value* dengan regulator untuk memperkuat payung hukum dan pengumpulan data.
- Menyusun kajian perubahan tarif SW dan IW untuk disampaikan kepada Kementerian Keuangan;
- Collaborate with the National Traffic Police (Korlantas) regarding the implementation of programs to boost compliance rates for Vehicle Tax (PKB) and Road Accident Insurance (SWDKLLJ) (optimization of SIGNAL, development of Radio Frequency Identification / RFID, optimization of Electronic Traffic Law Enforcement / ETLE);
 - Conduct a study on strengthening methods for collecting Compulsory Premiums using a lump-sum system or assessing the readiness of the manifest system for the Compulsory Premiums for Public Motor Vehicle (IWKBK);
 - Strengthening the collectability of IW data through the JRku app payment method and developing potential payment channels for Compulsory Premiums outside of JRku;
 - Leveraging new skills through training programs for strategic executors—cultivating networks and partnerships;
 - Forming a Big Data Team with IT capabilities and data-driven decision-making;
 - Leveraging new skills in Big Data and Data Science to support the development of the Big Data Team, including 47 AI and Machine Learning algorithms, Data Analytics and Data Science, Data Security, Data Visualization, APIs and Microservices, IoT Data and Analytics, and Cloud and Big Data certifications;
 - Leveraging new skills to enhance the competence and integrity of the company's actuarial team through the implementation of the actuarial control cycle;
 - Business innovation development programs in collaboration with universities or private innovation institutions/startups;
 - Roadmap for the continued restructuring of the Pension Fund:
 - » Gradual asset reallocation in accordance with the ALMA study; and
 - » Gradual adjustments to interest rates.
- c. Investment development initiatives.
- Ensuring the growth of investment assets as a foundation for increasing investment income; and
 - Strengthening the capabilities of the investment management team and the investment committee in portfolio management and financial analysis, such as vintage analysis, cost improvement (smart spending), and rolling forecasts.
- d. Creating circular shared value with regulators to strengthen the legal framework and data collection.
- Preparing a study on changes to Compulsory Contributions and Compulsory Premiums tariffs to be submitted to the Ministry of Finance;

- Penguatan regulasi *ex-gratia* dan hak regres;
 - *Leveraging new skills* melalui program pelatihan tim bantuan/*advisor* Kepatuhan dan Hukum – *cultivating networking & partnerships*; dan
 - Pembentukan tim konsultasi legal dan *compliance* afiliasi yang memiliki tujuan yang sama sebagai wadah *sharing* dan pendampingan tambahan.
- e. Mengembangkan *circular shared value* dengan IFG Group dan *Subsidiary*.
- Sinergi dengan *subsidiary* dalam pemanfaatan aplikasi JRku serta data kendaraan bermotor untuk pengembangan produk tanggung jawab hukum kerusakan *property* (Motor *Third Party Liability*/MTPL) sesuai dengan batasan kebijakan Undang-Undang Perlindungan Data Pribadi;
 - Sinergi dalam pengembangan bisnis *digital retail* PT Jasaraharja Putera (JRP);
 - Kolaborasi dengan pihak eksternal (*expert*) atau pihak lainnya dalam pengelolaan/pemanfaatan aset properti milik perusahaan;
 - Pengawasan JRP sebagai *growth engine* berdasarkan performa produk, perusahaan dan *reserve* JRP;
 - Diplomasi kebijakan kepada seluruh karyawan Anggota *Holding* IFG, BUMN dan Kementerian & Lembaga terkait penegakan kepatuhan PKB dan SWDKLLJ sebagai suplemen atas *credit scoring* bagi instansi - instansi tersebut;
 - Mendukung IFG *Holding* dalam pelaksanaan *shared service* untuk fungsi *support* perusahaan;
 - *Collaboration Bootcamp Innovation Product Development* JR – JRP; dan
 - Penguatan kapabilitas tim *digital marketing* dan produk desain (*Task Force* JR-JRP) untuk mendukung implementasi produk *digital retail*.
- f. Menciptakan *circular shared value* dengan media, masyarakat dan academia, terhadap peran JR sebagai penyedia perlindungan dasar dan peningkatan keselamatan.
- Intensifikasi upaya keselamatan transportasi melalui operasi gabungan dan sosialisasi peningkatan keselamatan dengan Korlantas, melalui kampanye 5 Faktor Utama Plus yang bertujuan untuk meningkatkan kesadaran masyarakat tentang faktor-faktor risiko utama dalam berkendara, yaitu helm, sabuk keselamatan, mabuk, kecepatan berlebih (*speeding*), dan penggunaan telepon seluler;
 - Bekerja sama dengan B-Corp dan mitra strategis bisnis lainnya untuk memberikan sertifikasi kepada UKM yang akan menjadi target lapangan pekerjaan bagi para korban kecelakaan yang kehilangan pekerjaan;
- Strengthening regulations on *ex gratia* payments and rights of recourse;
 - Leveraging new skills through training programs for the Compliance and Legal support team/advisors - cultivating networking and partnerships; and
 - Establishing a legal and compliance consultation team for affiliates with shared objectives to serve as a platform for knowledge sharing and additional guidance.
- e. Developing circular shared value with the IFG Group and its subsidiaries.
- Synergy with subsidiaries in utilizing the JRku app and motor vehicle data to develop Motor Third-Party Liability (MTPL) insurance products in accordance with the limitations set forth in the Personal Data Protection Act;
 - Synergy in the development of PT Jasaraharja Putera's (JRP) digital retail business
 - Collaborate with external experts or other parties in the management and utilization of the company's real estate assets;
 - Monitor JRP as a growth engine based on product performance, company performance, and JRP's reserves;
 - Policy advocacy among all employees of IFG Holding, State-Owned Enterprises (SOEs), and relevant ministries and agencies regarding the enforcement of compliance with the PKB and SWDKLLJ as a supplement to credit scoring for these institutions;
 - Supporting IFG Holding in the implementation of shared services for corporate support functions;
 - Collaboration Bootcamp on Innovation and Product Development for JR-JRP; and
 - Strengthening the capabilities of the digital marketing and product design teams (JR-JRP Task Force) to support the implementation of digital retail products.
- f. Creating circular shared value with the media, the public, and academia regarding JR's role as a provider of basic protection and safety improvements.
- Intensifying transportation safety efforts through joint operations and public awareness campaigns on safety improvements with the National Traffic Police (Korlantas), through the "5 Key Factors Plus" campaign aimed at raising public awareness of the main risk factors in driving, namely helmets, seat belts, drunk driving, speeding, and cell phone use;
 - Collaborate with B-Corp and other strategic business partners to provide certification to SMEs that will serve as employment opportunities for accident victims who have lost their jobs;

- Pengembangan CHILL (*Collaboration Hub Innovation Learning Lab*) dengan perguruan tinggi dan unit kegiatan mahasiswa dalam mengembangkan solusi digital untuk peningkatan keselamatan lalu lintas;
 - Pengembangan edukasi *legacy* dan peran JR dalam masyarakat serta manfaat SWDKLLJ melalui kerja sama dengan sekolah (SD-SMA) maupun perguruan tinggi, terutama di daerah yang memiliki kepatuhan PKB rendah;
 - Memperluas kemitraan dengan *stakeholders* yang berpotensi untuk mendukung program keselamatan transportasi, seperti bekerja sama dengan Kementerian Perhubungan dalam Gerakan Sadar Lalu Lintas Usia Dini (SALUD) untuk menumbuhkan kesadaran akan keselamatan berlalu lintas bagi generasi muda;
 - Bekerja sama dengan konsultan untuk melahirkan program keselamatan transportasi lainnya yang efektif;
 - Mendukung Pemerintah Daerah dalam menjaga kualitas keamanan jalan raya (*road safety*);
 - Integrasi LMS Jasa Raharja – *E-learning Hub Innovation Laboratory* kolaborasi bersama perguruan tinggi dan unit kegiatan mahasiswa (pengembangan modul tentang keberlanjutan dan inovasi hijau);
 - Hackathon lingkungan untuk menjadi *project* lanjutan pada Laboratorium Inovasi baik ke Internal maupun eksternal (universitas, unit kegiatan mahasiswa, dll);
 - *Leveraging* kapabilitas tim inovasi/*research development* dengan sertifikasi terkait seperti manajemen energi, teknologi energi terbarukan dan audit lingkungan;
 - *Environmental, Social, and Governance* (ESG) *innovation awarding*; dan
 - Pembentukan *task force* efisiensi dan *Green Office Initiative* serta sistem saran.
- g. Pengembangan berkelanjutan sistem informasi sebagai *enabler* perusahaan.
- Penguatan manajemen risiko TI terkait potensi ancaman informasi dan teknologi;
 - Penguatan dan evaluasi berkala *Business Continuity Management* (BCM);
 - Digitalisasi proses bisnis internal secara berkelanjutan;
 - Peningkatan kemampuan *data analytics* menggunakan *query data* dengan populasi penuh untuk pelacakan kinerja anomali;
 - Integrasi data internal dan eksternal dalam sistem *Customer Value Management* (CVM) dan *Customer Relationship Management* (CRM) untuk menunjang proses manajemen risiko dan pengambilan keputusan;
- Develop CHILL (Collaboration Hub Innovation Learning Lab) in partnership with universities and student activity units to create digital solutions for improving traffic safety;
 - Promoting awareness of JR's legacy and role in the community, as well as the benefits of the SWDKLLJ, through partnerships with schools (elementary through high school) and universities, particularly in areas with low PKB compliance;
 - Expanding partnerships with stakeholders who have the potential to support transportation safety programs, such as collaborating with the Ministry of Transportation on the Early Age Traffic Awareness Movement (SALUD) to foster awareness of traffic safety among the younger generation;
 - Collaborate with consultants to develop other effective transportation safety programs;
 - Support local governments in maintaining road safety;
 - Integrate Jasa Raharja's LMS with the E-learning Hub Innovation Laboratory through collaboration with universities and student activity units (development of modules on sustainability and green innovation);
 - An environmental hackathon to serve as a follow-up project at the Innovation Laboratory, both internally and externally (universities, student activity units, etc.);
 - Leveraging the capabilities of the innovation/research and development team through relevant certifications such as energy management, renewable energy technology, and environmental auditing;
 - Environmental, social, and governance (ESG) innovation awards; and
 - Establishment of an efficiency task force and the Green Office Initiative, as well as a suggestion system.
- g. Continuous development of information systems as a corporate enabler.
- Strengthening IT risk management related to potential information and technology threats;
 - Strengthening and periodically evaluating business continuity management (BCM);
 - Continuous digitalization of internal business processes;
 - Enhancing data analytics capabilities using full-population data queries to track anomalous performance;
 - Integrating internal and external data into the customer value management (CVM) and customer relationship management (CRM) systems to support risk management and decision-making processes;

- Penyempurnaan aplikasi *Financial Management System* (FMS) secara berkelanjutan dalam proses pelaporan posisi portofolio dan posisi hasil;
 - Pengembangan ELIB (Perpustakaan Digital JR) sebagai dokumentasi dan arsip digital JR;
 - Permodelan *hazard* dan cara bertindak penanganan titik rawan laka dengan pemanfaatan *machine learning* dan integrasi *Artificial Intelligence* (AI);
 - Permodelan prediktif laka lintas dan diagnosa cedera korban laka lintas;
 - Implementasi proses persuratan digital (*paperless*) dan sentralisasi proses persuratan satu pintu;
- Melakukan kajian penyesuaian struktur organisasi divisi internal audit sesuai dengan adanya pendetilan SPO internal audit;
 - Perubahan struktur Biro Aktuaria menjadi Divisi Aktuaria;
 - JR-IFG Digital Academy kolaborasi dengan universitas atau lembaga sertifikasi bidang digital;
 - *Collaboration Bootcamp Innovation Product Development* JRJRP; dan
 - Integrasi *Audit Management System* (AMS) dengan Anak Perusahaan.
- h. Pengembangan kapabilitas SDM agar tanggap dan adaptif terhadap perubahan.
- *Agile workforce lab* (JR Foundry) yang terdiri dari tim lintas fungsi dalam menyusun *co-creation programs*;
 - Peningkatan Lembaga Sertifikasi Profesi (LSP) 1 ke LSP 2;
 - Pengembangan *respectful workplace policy* untuk menciptakan lingkungan kerja yang aman, inklusif dan menghormati semua individu, baik kepada talenta JR maupun mitra strategis;
 - Peningkatan tingkat maturitas budaya (ACHI / Akhlak Culture Health Index) JR;
 - *Employee Resource Groups*; dan
 - *Pipeline Leadership Development Program* (contoh: *Diversity and Inclusion Leadership Program*, *Empathetic Leadership Initiative*).
- i. Penguatan implementasi *Governance, Risk and Compliance* (GRC) perusahaan.
- Integrasi HRIS- Modul GRC;
 - *Leveraging new skills* bagi organ pengelola risiko kantor pusat dan cabang melalui program sertifikasi bidang *related* seperti CRM (*Certified Risk Manager*) dan PMI – RMP (*Project Management Institute – Risk Management Professional*);
 - Program komunikasi risiko, kepatuhan dan hukum;
 - Penguatan implementasi *Governance, Risk and Compliance* (GRC) perusahaan;
 - Implementasi PSAK 109 (tentang instrumen keuangan) dan 117 (tentang kontrak akuntansi) dimulai pada tahun 2025;
- Continuous enhancement of the financial management system (FMS) application in reporting portfolio position and results position;
 - Development of ELIB (JR Digital Library) as JR's digital documentation and archive;
 - Hazard modeling and response protocols for handling accident-prone points through the use of machine learning and integration of Artificial Intelligence (AI);
 - Predictive modeling of traffic accidents and injury diagnosis for traffic accident victims;
 - Implementation of digital (*paperless*) correspondence processes and centralization of correspondence through a single-window system;
 - Conducting a study to adjust the organizational structure of the Internal Audit Division in line with the more detailed Internal Audit SOPs;
 - Restructuring of the Actuarial Bureau into the Actuarial Division;
 - JR-IFG Digital Academy, in collaboration with universities or digital certification institutions;
 - Collaboration Bootcamp for JRJRP Product Innovation Development; and
 - Integration of the Audit Management System (AMS) with subsidiaries.
- h. Development of human capital capabilities to be responsive and adaptive to change.
- Agile workforce lab (JR Foundry) comprising cross-functional teams to design co-creation programs;
 - Upgrading the Professional Certification Body (LSP) from LSP 1 to LSP 2;
 - Development of a respectful workplace policy to create a safe, inclusive work environment that respects all individuals, both JR talents and strategic partners;
 - Improving JR's culture maturity level (ACHI / Akhlak Culture Health Index);
 - Employee Resource Groups; and
 - Pipeline Leadership Development Program (e.g., Diversity and Inclusion Leadership Program, Empathetic Leadership Initiative).
- i. Strengthening the Company's implementation of governance, risk, and compliance (GRC).
- Integration of HRIS – GRC Module;
 - Leveraging new skills for risk-management organs at head office and branches through relevant certification programs such as CRM (Certified Risk Manager) and PMI-RMP (Project Management Institute – Risk Management Professional);
 - Risk, compliance, and legal communication programs;
 - Strengthening the Company's implementation of governance, risk, and compliance (GRC);
 - Implementation of PSAK 109 (on financial instruments) and PSAK 117 (on insurance contracts) starting in 2025;

- Penguatan fungsi aktuaris dalam operasional perusahaan;
 - Pengawasan atas kepatuhan pelaksanaan *spin-off* unit usaha syariah di JRP dan kajian kecukupan modal JRP syariah *spinoff* untuk mencapai KPPE 2;
 - Penguatan budaya manajemen risiko bagi seluruh pegawai;
 - Penguatan *prudent asset liability management* secara berkelanjutan;
 - Penerapan *proactive compliance* untuk memastikan kepatuhan dengan peraturan dan standar yang berlaku serta penyelarasan peraturan internal perusahaan dengan adanya dinamika dan/atau perubahan peraturan dari eksternal;
 - Dukungan TI dalam implementasi UU PDP;
 - Penguatan fungsi Kepatuhan dan Hukum dalam operasional perusahaan khususnya bidang TI;
 - Memperbarui Pedoman Manajemen Risiko perusahaan dengan menetapkan ketentuan yang jelas mengenai kewajiban pelaksanaan Penilaian Indeks Kematangan Risiko;
 - Menyusun standar dan prosedur terkait kontrol kualitas data, pelaporan kualitas data dan jalur eskalasi isu data;
 - Menyusun prosedur kapasitas risiko yang menjadi dasar penetapan selera, toleransi dan limit risiko, serta mencakup berbagai jenis risiko yang relevan;
 - Menyusun rencana darurat (*contingency plan*) termasuk rencana kontingensi kas/likuiditas yang memenuhi persyaratan Pemegang Saham;
 - Penguatan kebijakan prosedur, dan standar kerahasiaan data yang ada sesuai dengan UU PDP;
 - Menilai *risk appetite* manajemen dan pembuatan *crisis protocol* sesuai dengan *risk appetite* Manajemen;
 - Pengembangan *roadmap* ESG sebagai panduan perusahaan dalam pelaksanaan kegiatan operasional, serta melakukan *carbon accounting* dengan bantuan konsultan eksternal maupun *inhouse*;
 - Optimalisasi *Lost Event Database*;
 - Pelaksanaan Reviu *Internal Control over Financial Reporting* (ICoFR); dan
 - Implementasi *Continuous Auditing Continuous Monitoring* (CACM).
- j. Penyempurnaan standardisasi serta proses bisnis perusahaan secara berkelanjutan.
- Pengembangan sistem digitalisasi Divisi Umum;
 - Peremajaan bangunan (interior maupun eksterior) Kantor Cabang sesuai dengan standar perusahaan;
 - Penyelarasan SPO terkait penggunaan *loss event database* untuk analisis potensi risiko pada kegiatan operasional perusahaan;
 - Strengthening the actuarial function within the Company's operations;
 - Monitoring of compliance in implementing the spin-off of the sharia business unit at JRP, and a capital adequacy study for the JRP sharia spin-off to achieve KPPE 2;
 - Strengthening the risk management culture for all employees;
 - Continuous strengthening of prudent asset-liability management;
 - Implementation of proactive compliance to ensure adherence to applicable regulations and standards, as well as aligning the Company's internal regulations with dynamics and/or changes in external regulations;
 - IT support for the implementation of the Personal Data Protection Law (UU PDP);
 - Strengthening the Compliance and Legal function within the Company's operations, particularly in the IT area;
 - Updating the Company's Risk Management Guidelines by establishing clear provisions on the obligation to conduct the Risk Maturity Index Assessment;
 - Developing standards and procedures for data quality control, data quality reporting, and data-issue escalation pathways;
 - Developing risk capacity procedures that form the basis for setting risk appetite, tolerance, and limits, covering various relevant risk types;
 - Preparing contingency plans, including cash/liquidity contingency plans, that meet Shareholders' requirements;
 - Strengthening existing data-confidentiality policies, procedures, and standards in accordance with the Personal Data Protection Law (UU PDP);
 - Assessing Management's risk appetite and developing a crisis protocol in line with Management's risk appetite;
 - Developing an ESG roadmap as a Company guideline for operational activities, as well as conducting carbon accounting with the assistance of external consultants and in-house teams;
 - Optimization of the Loss Event Database;
 - Conducting a Review of Internal Control over Financial Reporting (ICoFR); and
 - Implementation of Continuous Auditing Continuous Monitoring (CACM).
- j. Continuous improvement of the Company's standardization and business processes.
- Development of a digitalization system for the General Affairs Division;
 - Renovation of Branch Office buildings (both interior and exterior) in accordance with Company standards;
 - Aligning SOPs related to the use of the loss event database for analyzing potential risks in the Company's operational activities;

- Penyelarasan SPO terkait sentralisasi pembayaran transaksi keuangan melalui Kantor Pusat JR;
 - Mengurangi jejak karbon melalui pengurangan perjalanan dinas dengan *shifting online*, penggunaan sumber energi terbarukan, penghematan energi, mengurangi pemakaian kertas dan mengedukasi karyawan akan pentingnya mengurangi jejak karbon;
 - Pengembangan berkelanjutan pedoman atau SPO bagi kegiatan investasi sesuai dengan periode sebelumnya;
 - Menelaah dan memperbarui SPO terkait bisnis proses pelayanan santunan dan program keselamatan; dan
 - Dukungan sistem atas perubahan struktur jabatan di Divisi Akuntansi.
- i) Aligning SOPs related to the centralization of financial-transaction payments through JR Head Office;
 - ii) Reducing the carbon footprint by cutting business travel through a shift to online activities, using renewable energy sources, conserving energy, reducing paper use, and educating employees on the importance of reducing the carbon footprint;
 - Continuous development of guidelines or SOPs for investment activities in line with the previous period;
 - Reviewing and updating SOPs related to the business process of compensation-claim services and safety programs; and
 - System support for changes to the position structure within the Accounting Division.

4. Jamkrindo

- a. Implementasi pelaksanaan kolaborasi dengan mitra BUMN, BUMD, Swasta dan Lembaga Pemerintahan;
- b. Evaluasi terhadap proses bisnis eksisting dan identifikasi area prioritas yang dapat didigitalisasi;
- c. Implementasi program penguatan manajemen risiko;
- d. Implementasi rekrutmen dengan sistem yang berdasarkan kebutuhan strategi bisnis;
- e. Investasi dalam infrastruktur teknologi dan perangkat lunak terkait untuk mendukung operasional bisnis;
- f. Implementasi program pengembangan pengetahuan dan keahlian tim *marketing internal* dengan fokus pada customer (*customer centric*);
- g. Implementasi program penguatan manajemen risiko;
- h. Melakukan pengelolaan manajemen investasi berbasis LDI;
- i. Membangun sistem *sharing data* pelanggan;
- j. Membentuk tim TI dan digital PT Jamkrindo yang secara khusus mendukung pembangunan dan integrasi *shared services center* IFG Group;
- k. Penilaian *risk maturity index*;
- l. Restrukturisasi organisasi dengan penambahan unit baru yang bertanggung jawab dalam *data analytic*;
- m. Pembuatan desain *marketing plan* dan *tools* pendukung dengan fokus pada customer (*customer centric*);
- n. Penyempurnaan sistem dan SOP untuk proses bisnis subrogasi *online* dan terintegrasi dengan mitra;
- o. Membuat perencanaan strategi untuk *cross-selling* dan *upselling*;
- p. Mendukung konsolidasi fungsi pendukung bisnis dalam *shared services center* IFG Group;
- q. Program penguatan kompetensi untuk memenuhi kebutuhan strategi bisnis

4. Jamkrindo

- a. Implementation of collaboration with SOE, ROE, private-sector, and government institution partners;
- b. Evaluation of existing business processes and identification of priority areas for digitalization;
- c. Implementation of the risk management strengthening program;
- d. Implementation of a recruitment system based on business strategy requirements;
- e. Investment in technology infrastructure and related software to support business operations;
- f. Implementation of an internal marketing team knowledge and skills development program with a customer-centric focus;
- g. Implementation of the risk management strengthening program;
- h. Implementation of Liability-Driven Investment (LDI)-based investment management;
- i. Development of a customer data-sharing system;
- j. Establishment of a dedicated IT and digital team at PT Jamkrindo to support the development and integration of the IFG Group shared services center;
- k. Risk Maturity Index assessment;
- l. Organizational restructuring through the establishment of a new unit responsible for data analytics;
- m. Development of a marketing plan and supporting tools with a customer-centric focus;
- n. Enhancement of systems and SOPs for online subrogation business processes and their integration with partners;
- o. Development of strategies for cross-selling and upselling;
- p. Support for the consolidation of business support functions within the IFG Group shared services center;
- q. Competency strengthening program to meet business strategy requirements.

PENCAPAIAN SASARAN, STRATEGI DAN PROGRAM KERJA UTAMA [GRI 3-3]

Sepanjang tahun 2025, IFG menghadapi dinamika industri, perkembangan geopolitik global, serta tantangan makroekonomi yang turut memengaruhi kinerja industri asuransi dan penjaminan. Di tengah kondisi tersebut, perekonomian Indonesia tetap tumbuh positif dengan pertumbuhan ekonomi kumulatif sebesar 5,11%. Namun demikian, tekanan terhadap daya beli masyarakat, termasuk kecenderungan penurunan jumlah konsumen kelas menengah yang masih berlanjut, menjadi salah satu faktor yang perlu dicermati karena dapat memengaruhi kualitas pembiayaan dan mendorong peningkatan *Non-Performing Loans* (NPL). Kondisi ini mendorong IFG dan seluruh anak perusahaan untuk terus memperkuat manajemen risiko, menyesuaikan strategi produk ritel, serta meningkatkan responsivitas terhadap perubahan pola belanja pemerintah daerah dan profil risiko segmen UMKM.

Dari sisi internal, IFG juga melanjutkan berbagai upaya perbaikan proses dan penguatan kapabilitas yang mendukung peningkatan kinerja secara konsolidasi. Beberapa inisiatif yang dilaksanakan antara lain:

1. Pelaksanaan Kerja Sama Strategis dan Sinergi Anak Usaha

IFG memperkuat kerja sama strategis dan sinergi dengan berbagai mitra melalui pengembangan program literasi keuangan dan inisiatif kolaboratif bersama ekosistem BUMN. Salah satunya diwujudkan melalui Program Literasi Keuangan bersama PT Kereta Api Indonesia yang diselenggarakan di Bandung, Jember, Surabaya, dan Jakarta, dengan jumlah peserta sekitar 400 orang. Program tersebut melibatkan sejumlah anak usaha IFG, yaitu Jasindo, Jasaraharja Putera, IFG Life, Bahana Sekuritas, dan Bahana TCW Investment Management. Selain meningkatkan literasi keuangan karyawan, kegiatan ini memperkuat engagement, membuka *pipeline* prospek bisnis, serta membangun relasi jangka panjang antara IFG dan KAI.

Sinergi serupa dilakukan melalui penyelenggaraan Webinar *Market Outlook* bersama *InJourney* yang diikuti oleh 185 peserta dari berbagai entitas grup, termasuk Angkasa Pura Indonesia dan Hotel Indonesia Natour. Kegiatan ini memberikan wawasan mengenai perkembangan makroekonomi dan peluang pendanaan, sekaligus memperkuat *positioning* IFG sebagai mitra strategis dalam mendukung kebutuhan *fundraising* dan pengelolaan likuiditas korporasi.

2. Pengembangan Model Bisnis *Business to Business to Customer* (B2B2C)

IFG mendorong pengembangan model bisnis B2B2C melalui penguatan kolaborasi antarentitas dan pemanfaatan ekosistem mitra untuk memperluas akses terhadap produk dan layanan keuangan. Dalam implementasinya, IFG memberikan pendampingan kepada Jasindo dalam mengembangkan skema distribusi

ACHIEVEMENT OF GOALS, STRATEGIES AND MAIN WORK PROGRAMS [GRI 3-3]

Throughout 2025, IFG faced industry dynamics, global geopolitical developments, and macroeconomic challenges that affected the performance of the insurance and guarantee industries. Amid these conditions, the Indonesian economy continued to record positive growth, with cumulative economic growth of 5.11%. Nevertheless, pressure on public purchasing power, including the continued decline in the number of middle-class consumers, remained a factor requiring close attention, as it could affect financing quality and lead to an increase in non-performing loans (NPLs). These conditions prompted IFG and all of its subsidiaries to continue strengthening risk management, adjusting retail product strategies, and enhancing responsiveness to changes in regional government spending patterns and the risk profile of the MSME segment.

Internally, IFG also continued various process improvement and capability-building efforts to support enhanced consolidated performance. Key initiatives included:

1. Strategic Partnerships and Subsidiary Synergy

IFG strengthened strategic partnerships and synergy with various partners through the development of financial literacy programs and collaborative initiatives within the SOE ecosystem. One of the initiatives was the Financial Literacy Program with PT Kereta Api Indonesia, held in Bandung, Jember, Surabaya, and Jakarta, with approximately 400 participants. The program involved several IFG subsidiaries, namely Jasindo, Jasaraharja Putera, IFG Life, Bahana Sekuritas, and Bahana TCW Investment Management. In addition to enhancing employees' financial literacy, the initiative strengthened engagement, generated a pipeline of business prospects, and fostered long-term relationships between IFG and KAI.

Similar synergy was pursued through the Market Outlook Webinar with InJourney, attended by 185 participants from various Group entities, including Angkasa Pura Indonesia and Hotel Indonesia Natour. The event provided insights into macroeconomic developments and funding opportunities, while strengthening IFG's positioning as a strategic partner in supporting corporate fundraising and liquidity management needs.

2. Development of the Business-to-Business-to-Customer (B2B2C) Business Model

IFG promoted the development of the B2B2C business model by strengthening collaboration among entities and leveraging partner ecosystems to expand access to financial products and services. As part of its implementation, IFG assisted Jasindo in developing a distribution scheme for Personal Accident protection

produk proteksi Personal Accident berbasis santunan melalui aplikasi MyMRTJ, sehingga perlindungan dapat diintegrasikan secara langsung pada titik pembelian tiket MRT. Inisiatif tersebut kemudian diperluas melalui kerja sama Jasindo dengan Dolan.id dalam pemasaran Travel Insurance, yang menjadi salah satu pilot *project* implementasi *Ecosystem Play* Danantara bersama Hotel Indonesia Natour, KAI Wisata, dan mitra lainnya. Kolaborasi ini membuka jalur distribusi baru sekaligus memperkuat potensi akuisisi pelanggan dan pendapatan.

Pada segmen usaha mikro, IFG mendorong Askrindo untuk mempercepat ekspansi produk melalui strategi B2B2C berbasis kemitraan. Langkah tersebut antara lain diwujudkan melalui penandatanganan MoU dengan PT Satya Trinadi Komira Perkasa untuk produk Mikro Bahari serta kerja sama dengan Alfamart untuk produk Mikro Usahaku. Berbagai inisiatif ini memperluas akses pelaku usaha mikro terhadap produk proteksi sekaligus memperkuat kontribusi ekosistem IFG terhadap ketahanan dan keberlanjutan usaha mikro. Hingga Triwulan IV 2025, Askrindo mencatat premi sebesar Rp252,64 juta dari produk Mikro Usahaku dan Rp68,00 miliar dari inisiatif *Ecosystem Play* (Nontender), yang menunjukkan kontribusi kolaborasi tersebut terhadap pertumbuhan pendapatan.

3. Penguatan Digitalisasi Layanan melalui One by IFG

Hingga akhir 2025, One by IFG sebagai salah satu aplikasi SSC telah digunakan oleh lebih dari 300 ribu pengguna dan mengintegrasikan layanan lintas entitas yaitu layanan:

- Asuransi Kesehatan (Inhealth), meliputi konsultasi daring, e-RJTP, apotek daring, akses manfaat, dan layanan kesehatan mental.
- Asuransi Jiwa (IFG Life), meliputi akses polis dan pembelian produk.
- Asuransi Umum (Jasaraharja Putera), meliputi produk JPPK dan Siranmor.
- Investasi Reksadana (BTIM), meliputi transaksi pembelian, penjualan, dan *switching* produk reksadana.

Selain itu, IFG terus mengembangkan produk dalam platform One by IFG, termasuk produk asuransi umum seperti Asuransi Perjalanan dari Jasindo yang dipasarkan melalui *piloting* kerja sama *InJourney* di Terminal I dan II Bandara Soekarno-Hatta. Produk lainnya, yaitu *Third Party Liability* (TPL) dari Jasaraharja Putera (JRP), juga telah masuk dalam platform One by IFG dan berhasil memperluas jangkauan pemasaran melalui ekosistem *e-commerce*, seperti DANA, serta komunitas, termasuk Ikatan Motor Indonesia (IMI).

Seiring dengan semakin stabilnya inisiatif *taskforce* berbasis *Customer Experience*, pada Desember 2025 IFG telah melaksanakan *workshop* untuk merumuskan perluasan target tahun 2026 menuju transformasi

products with compensation benefits through the MyMRTJ application, enabling protection to be integrated directly at the point of MRT ticket purchase. This initiative was subsequently expanded through Jasindo's collaboration with Dolan.id in marketing Travel Insurance, which became one of the pilot projects for the implementation of Danantara's Ecosystem Play together with Hotel Indonesia Natour, KAI Wisata, and other partners. This collaboration opened new distribution channels while strengthening customer acquisition and revenue potential.

In the micro-enterprise segment, IFG encouraged Askrindo to accelerate product expansion through a partnership-based B2B2C strategy. These efforts included the signing of an MoU with PT Satya Trinadi Komira Perkasa for the Mikro Bahari product and collaboration with Alfamart for the Mikro Usahaku product. These initiatives expanded micro-enterprises' access to protection products while strengthening the IFG ecosystem's contribution to the resilience and sustainability of micro-enterprises. As of the fourth quarter of 2025, Askrindo recorded premiums of IDR 252.64 million from the Mikro Usahaku product and IDR 68.00 billion from the Ecosystem Play (Non-Tender) initiative, demonstrating the contribution of these collaborations to revenue growth.

3. Strengthening Service Digitalization through One by IFG

As of the end of 2025, One by IFG, as one of the SSC applications, had been used by more than 300 thousand users and integrated services across entities, including:

- Health Insurance (Inhealth): online consultations, e-RJTP, online pharmacy, access to benefits, and mental health services.
- Life Insurance (IFG Life): policy access and product purchases.
- General Insurance (Jasaraharja Putera): JPPK and Siranmor products.
- Mutual Fund Investment (BTIM): purchase, sale, and switching transactions for mutual fund products.

In addition, IFG continued to develop products on the One by IFG platform, including general insurance products such as Travel Insurance from Jasindo, marketed through a pilot collaboration with InJourney at Terminals I and II of Soekarno-Hatta Airport. Another product, Third Party Liability (TPL) from Jasaraharja Putera (JRP), was also made available on the One by IFG platform and successfully expanded its marketing reach through e-commerce ecosystems, such as DANA, as well as communities, including the Indonesian Motor Association (IMI).

As the Customer Experience-based taskforce initiative became increasingly stable, in December 2025 IFG conducted a workshop to formulate the expansion of its 2026 targets toward operational transformation. This

operasional. Langkah ini diarahkan untuk mendorong perbaikan layanan yang lebih mendalam melalui kajian terhadap proses bisnis eksisting serta perumusan langkah penyempurnaan guna mencapai *Target Operating Model* IFG Life dan *Inhealth* pasca-integrasi, khususnya dalam bisnis asuransi kesehatan. Melalui keseluruhan inisiatif tersebut, One by IFG diharapkan dapat berkembang menjadi *one-stop solution digital platform* yang tidak hanya berperan dalam pemasaran produk, tetapi juga menyediakan solusi operasional bagi seluruh entitas anak dan pengguna.

4. Kolaborasi Bisnis melalui skema *Joint Underwriting/ Joint Capacity*

IFG terus mendorong diversifikasi sumber pertumbuhan melalui penguatan lini bisnis komersial dan perluasan penetrasi pasar. Hal tersebut dilakukan melalui skema *joint underwriting/joint capacity* pada tender asuransi di ekosistem BUMN yang hingga tahun 2025 telah membukukan premi sebesar Rp 433,71 miliar dari target Rp 402,72 miliar. Untuk mendukung keberlanjutan inisiatif ini, kebijakan *joint sales* telah dibuat untuk tender asuransi umum pada Pedoman Strategis Pemasaran, serta pembuatan *risk factoring* untuk standardisasi pemetaan risiko dari proses *underwriting* di asuransi umum.

5. Sinergi Pengelolaan Investasi Intragrup

IFG terus memperkuat pengelolaan investasi bersama Anggota *Holding* melalui berbagai langkah strategis untuk mengoptimalkan hasil investasi secara *prudent* dengan tetap memperhatikan tingkat risiko. Upaya tersebut antara lain dilakukan melalui penguatan pengelolaan investasi intragrup melalui Kontrak Pengelolaan Dana (KPD) dengan Bahana TCW Investment Management (BTIM) atas aset investasi finansial. Selain itu, IFG menyusun pedoman strategis dan menyelaraskan kebijakan *Asset & Liability Management* (ALM) sebagai *guideline* untuk memperkuat tata kelola investasi yang *prudent* di lingkungan Anggota *Holding* asuransi dan penjaminan.

Penguatan pengelolaan investasi juga didukung melalui pengembangan sistem investasi IFG yang terintegrasi dengan Anggota *Holding*, yaitu OneInvest, yang mencakup proses secara *end-to-end*. Sejalan dengan upaya tersebut, IFG memperbarui pedoman strategis investasi melalui SK Direksi No. 18 Tahun 2025 tentang Pedoman Strategis Investasi. Berbagai langkah ini diarahkan untuk membangun pengelolaan investasi yang lebih terintegrasi, konsisten, dan selaras dengan prinsip kehati-hatian di seluruh lingkungan *Holding*.

6. Efisiensi Pengadaan Bersama dan Sentralisasi Anggaran

IFG melanjutkan penguatan efisiensi melalui pelaksanaan pengadaan bersama di lingkungan *Holding*. Pada tahun 2025, inisiatif ini menghasilkan efisiensi sebesar 17,97% atau Rp27,38 miliar, antara lain melalui dua inisiatif

inisiatif is aimed at driving more comprehensive service improvements through a review of existing business processes and the formulation of enhancement measures to achieve the Target Operating Model for IFG Life and Inhealth following integration, particularly in the health insurance business. Through these initiatives, One by IFG is expected to evolve into a one-stop digital solution platform that serves not only as a product marketing channel but also as an operational solution for all subsidiaries and users.

4. Business Collaboration through Joint Underwriting/ Joint Capacity

IFG continued to diversify its sources of growth by strengthening commercial business lines and expanding market penetration. These efforts were pursued through joint underwriting/joint capacity schemes for insurance tenders within the SOE ecosystem, which, as of 2025, had generated premiums of IDR 433.71 billion against a target of IDR 402.72 billion. To support the sustainability of this initiative, a joint sales policy for general insurance tenders was incorporated into the Strategic Marketing Guidelines, along with the development of risk factoring to standardize risk mapping in general insurance underwriting processes.

5. Synergy in Intra-Group Investment Management

IFG continued to strengthen joint investment management with Holding Members through various strategic measures aimed at prudently optimizing investment returns while taking into account the associated level of risk. These efforts included strengthening intra-group investment management through Fund Management Contracts (KPD) with Bahana TCW Investment Management (BTIM) for financial investment assets. In addition, IFG developed strategic guidelines and aligned its Asset & Liability Management (ALM) policies as a guideline for strengthening prudent investment governance across insurance and guarantee Holding Members.

Investment management was further strengthened through the development of OneInvest, IFG's investment system integrated with Holding Members, covering end-to-end processes. In line with these efforts, IFG updated its strategic investment guidelines through Board of Directors Decree No. 18 of 2025 concerning Strategic Investment Guidelines. These measures are aimed at establishing more integrated and consistent investment management aligned with prudential principles across the Holding.

6. Joint Procurement Efficiency and Budget Centralization

IFG continued to strengthen efficiency through the implementation of joint procurement across the Holding. In 2025, this initiative generated efficiency gains of 17.97%, or IDR 27.38 billion, including through two new joint procurement initiatives in information technology,

pengadaan bersama baru di bidang teknologi informasi, yaitu *Microsoft Office 365* dan *Security Operations Center*. Efisiensi pengadaan juga diperkuat melalui proses negosiasi yang lebih terstruktur dengan memanfaatkan analisis kewajaran harga dan *benchmark* harga pasar untuk memperoleh nilai pengadaan yang optimal.

Melalui pendekatan tersebut, dari 253 proses pengadaan internal IFG tercapai efisiensi sebesar 20,60% atau Rp74,21 miliar. Sementara itu, sentralisasi anggaran difokuskan pada pengelolaan perjalanan dinas, utilitas gedung, konsumsi operasional, dan fasilitas kantor. Dengan memanfaatkan pendekatan berbasis data serta melakukan rasionalisasi kebutuhan operasional, IFG berhasil menghasilkan penghematan biaya lebih dari Rp1 miliar dengan tingkat efisiensi mencapai 35%, melampaui target awal sebesar 15%.

namely *Microsoft Office 365* and the *Security Operations Center*. Procurement efficiency was also strengthened through a more structured negotiation process by utilizing price reasonableness analyses and market price benchmarks to achieve optimal procurement value.

Through this approach, IFG achieved efficiency gains of 20.60%, or IDR 74.21 billion, from 253 internal procurement processes. Meanwhile, budget centralization focused on the management of business travel, building utilities, operational consumption, and office facilities. By adopting a data-driven approach and rationalizing operational requirements, IFG successfully generated cost savings of more than IDR 1 billion, achieving an efficiency rate of 35%, exceeding the initial target of 15%.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
1	Kolaborasi antar Anggota IFG melalui <i>joint capacity</i> dengan Reasuransi BUMN untuk menciptakan harga yang kompetitif di pasar Collaboration among IFG Members through <i>joint capacity</i> with SOE Reinsurers to Create Competitive Market Pricing	Mengoptimalkan kapasitas di dalam ekosistem asuransi dan reasuransi BUMN melalui <i>joint underwriting guideline</i> , standarisasi <i>risk scoring</i> , serta menetapkan <i>joint risk appetite</i> dan <i>liability cap</i> terhadap risiko tertentu. Optimize capacity within the SOE insurance and reinsurance ecosystem through <i>joint underwriting guidelines</i> , standardized <i>risk scoring</i> , and the establishment of a <i>joint risk appetite</i> and <i>liability cap</i> for certain risks.	- Premi dari kerja sama <i>joint underwriting</i> dan sebesar Rp403 miliar dan HUW sebesar Rp36 miliar. - Terbentuknya kerja sama dengan reasuransi untuk mendapatkan <i>back-up</i> Kapasitas. - Dokumen/<i>guideline</i> terkait proses <i>joint underwriting</i>, <i>risk scoring</i>, <i>risk appetite</i>, dan <i>underwriting guidelines</i>.	- Pencapaian premi dari <i>joint underwriting</i> sampai dengan Desember 2025 sebesar Rp433 miliar terutama dik kontribusi dari perolehan premi dari MIND ID sebesar Rp210 miliar. - Telah dibuat Pedoman Strategis untuk <i>joint sales tender</i> asuransi dalam pedoman strategis pengembangan bisnis sebagai <i>guideline</i> dalam mendukung inisiatif <i>Joint Underwriting</i> di sisi bisnis

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
2	Membantu Jasindo bekerja sama dengan mitra strategis sebagai <i>risk manager</i> bagi <i>client</i> agar dapat memaksimalkan service yang diberikan kepada <i>client</i> Assist Jasindo in Collaborating with Strategic Partners as a Risk Manager for Clients to Maximize the Services Provided to Clients	Implementasi inisiatif <i>Operational Risk Management Partnership</i> IFG dalam rangka menjadi <i>Risk Manager</i> bagi <i>Key Account</i> di Ekosistem BUMN. Implement IFG's Operational Risk Management Partnership initiative to serve as a Risk Manager for Key Accounts within the SOE ecosystem.	1. Berpotensi menaikkan GWP 5% atau sebesar Rp81 miliar. 2. Memperbaiki profil risiko dan berdampak kepada potensi penurunan <i>Loss Ratio</i> 5% setara dengan Rp73 miliar. 1. Potential increase in GWP of 5%, or IDR 81 billion. 2. Improvement in the risk profile, with the potential to reduce the Loss Ratio by 5%, equivalent to IDR 73 billion.	1. Dilakukannya kerja sama <i>Risk Management Partnership</i> dengan BUMN Pelindo dan InJourney melalui penandatanganan MOU 2. Implementasi kerja sama <i>Risk Management Partnership</i> melalui pengkajian, penyusunan, sosialisasi <i>output risk insight, risk intelligence, risk management & risk solution navigator, comprehensive general risk assessment (CGRA)</i> InJourney kepada InJourney Group, dan Anak Usaha 3. Telah disusun <i>Protection gaps mapping</i> dan potensi bisnis InJourney sebagai navigator bisnis asuransi umum dan jiwa di anak perusahaan berpotensi menaikkan GWP > 10% atau lebih dari Rp100 miliar dan akan mulai dijalankan di 2026 1. Risk Management Partnerships were established with SOEs Pelindo and InJourney through the signing of MoUs. 2. The Risk Management Partnership was implemented through the assessment, preparation, and dissemination of risk insight, risk intelligence, risk management & risk solution navigator, and Comprehensive General Risk Assessment (CGRA) outputs for InJourney to the InJourney Group and its Subsidiaries. 3. Protection gap mapping and an assessment of InJourney's business potential as a general and life insurance business navigator for its subsidiaries have been prepared, with the potential to increase GWP by more than 10%, or over IDR 100 billion, and implementation is scheduled to commence in 2026.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
3	Penguatan Tata Kelola Operasional Asuransi dan Penjaminan Strengthening Insurance and Guarantee Operational Governance	1. Penyusunan Kebijakan <i>Underwriting</i>, Klaim, Pelayanan Nasabah dan <i>Update</i> Kebijakan Reasuransi. 2. Monitoring Implementasi Pedoman Strategis Operasional dan Peningkatan Kapabilitas Teknik.	1. Meningkatnya dan menguatnya tata kelola operasional asuransi dan penjaminan di ekosistem IFG. 2. Terciptanya keselarasan kebijakan <i>underwriting</i>, klaim, pelayanan nasabah dan reasuransi. 3. EBITDA, <i>Combined Ratio</i>, ROE & Hasil <i>Underwriting</i> tercapai sesuai target.	1. Telah disahkan beberapa kebijakan melalui Keputusan Direksi, yaitu: a. SK Direksi No 36 Tahun 2025 tentang Kebijakan <i>Underwriting</i>/ Analisis Bisnis; b. SK Direksi No 37 Tahun 2025 tentang Kebijakan Klaim; c. SK Direksi No 48 Tahun 2025 tentang Kebijakan Pelayanan Nasabah; dan d. SK Direksi No 71 Tahun 2025 tentang Kebijakan Reasuransi/ Penjaminan Ulang. 2. Penyelarasan peraturan internal Anggota <i>Holding</i> dengan Pedoman Strategis Operasional Asuransi dan Penjaminan beserta kebijakan turunannya dilaksanakan secara bertahap dan berkelanjutan. Hingga akhir tahun 2025, tingkat keselarasan terhadap Pedoman Strategis Operasional Asuransi dan Penjaminan telah mencapai 74% pada 11 Anggota <i>Holding</i>, sedangkan tingkat keselarasan terhadap kebijakan <i>underwriting</i> dan klaim telah mencapai 98% pada Anggota <i>Holding</i> di sektor Asuransi Umum.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
4	Pembaharuan Kebijakan turunan Pedoman Strategis Pengembangan Produk Update to Derivative Policies of the Strategic Product Development Guidelines	Penyesuaian Kebijakan serta prosedur (SOP) yang ada di departemen produk terkait dengan <i>pricing</i> dan evaluasi produk atas dampak implementasi PSAK 117 dan juga POJK tentang produk asuransi dan saluran pemasaran produk asuransi yaitu POJK 8 Tahun 2024. Adjust existing policies and procedures (SOPs) within the product department relating to product pricing and evaluation in response to the implementation of PSAK 117 and OJK Regulation No. 8 of 2024 concerning Insurance Products and Insurance Product Marketing Channels.	Terciptanya dan diterapkannya dokumen pedoman strategis dan kebijakan-kebijakan turunan nya yang disesuaikan dengan regulasi baru dan pengaplikasian PSAK 117. Development and implementation of strategic guideline documents and derivative policies that have been adjusted to reflect new regulations and the implementation of PSAK 117.	Terdapat 3 Kebijakan turunan dari Pedoman Strategis Pengembangan Produk yang dilakukan <i>update</i> : 1. Kebijakan Pengembangan Produk sudah diperbarui dan disahkan. 2. Piagam Komite Produk juga sudah diperbarui dan disahkan. 3. Kebijakan Evaluasi masih dalam proses pembuatan draf dokumen. Three derivative policies of the Strategic Product Development Guidelines were updated: 1. The Product Development Policy has been updated and approved. 2. The Product Committee Charter has also been updated and approved. 3. The Evaluation Policy is still in the document drafting process.
5	Transformasi perbaikan layanan Asuransi Kesehatan berbasis <i>patient-led-experience</i> sekaligus menurunkan <i>claim</i> rasio	1. Transformasi perbaikan layanan Asuransi Kesehatan secara <i>end-to-end</i> untuk menjawab <i>pain points</i> peserta serta berpotensi meningkatkan kapasitas operasional untuk dapat mengelola portofolio yang lebih besar. 2. Mengidentifikasi dan melakukan pendampingan implementasi inisiatif perbaikan layanan yang juga berpotensi menurunkan <i>claim ratio</i> . 3. Membangun platform API <i>plug-and-play</i> secara internal atau berkolaborasi dengan pihak ketiga, yang memungkinkan produk IFG Group tertanam secara mulus ke dalam <i>customer journey</i> di situs <i>web/aplikasi</i> mitra digital, memungkinkan akses cepat dan mudah ke saluran B2C, B2B, dan B2B2C.	1. Peningkatan kepuasan peserta maupun Badan Usaha pengguna Asuransi Kesehatan IFG Life dan <i>Inhealth</i> . 2. Peningkatan kapasitas operasional <i>existing</i> untuk menerima tambahan portofolio yang lebih besar sehingga meningkatkan <i>Product Holding Ratio</i> . 3. Peningkatan adopsi One by IFG sebesar ±240.000 dari peserta Asuransi Kesehatan dan ±76.000 dari peserta BPJS Kesehatan. 4. Premi sinergi bisnis IFG Life dan <i>Inhealth</i> Rp1,9 triliun dan potensi HUW Rp158 miliar 5. Penurunan <i>Loss Ratio</i> sebesar 3%.	1. <i>Performance</i> inisiatif <i>Taskforce</i> Perbaikan Layanan sudah stabil dengan beberapa <i>highlights</i> sebagai berikut: a. <i>Performance</i> penjaminan rawat jalan dan rawat inap masih konsisten dengan periode sebelumnya. Capaian SLA rawat inap untuk seluruh kategori sudah < 30 menit sesuai target <i>Taskforce</i> . b. <i>Project Review Pricing Framework</i> sudah dimulai dan <i>Renewal Pricing</i> menjadi prioritas utama yang diselesaikan segera. Hal ini untuk mendukung perbaikan <i>Loss Ratio</i> dari aspek seleksi risiko yang diharapkan dapat melengkapi inisiatif dari aspek perbaikan layanan (<i>telemedicine</i> , dll) 2. Adopsi One by IFG Dengan sudah stabilnya inisiatif <i>taskforce</i> yang berbasis <i>Customer Experience</i> , pada Desember 2025 sudah dilaksanakan <i>Workshop</i> untuk merumuskan perluasan target 2026 ke arah transformasi operasional. Ditargetkan perbaikan layanan yang lebih mendalam dengan mengkaji bisnis proses eksisting dan merumuskan perbaikan yang perlu dilakukan untuk mencapai <i>Target Operating Model</i> IFG Life & <i>Inhealth</i> pasca Integrasi khususnya pada bisnis Asuransi Kesehatan.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Transformation of Health Insurance Service Improvements Based on Patient-Led Experience while Reducing the Claim Ratio	1. Transform Health Insurance services end-to-end to address participant pain points, with the potential to increase operational capacity to manage a larger portfolio. 2. Identify and provide assistance in implementing service improvement initiatives that also have the potential to reduce the claim ratio. 3. Develop an API plug-and-play platform internally or in collaboration with third parties, enabling IFG Group products to be seamlessly embedded into the customer journey on digital partners' websites/applications and providing quick and easy access to B2C, B2B, and B2B2C channels.	1. Increased satisfaction among participants and Corporate Clients using IFG Life and Inhealth Health Insurance. 2. Increased existing operational capacity to accommodate additional, larger portfolios, thereby increasing the Product Holding Ratio. 3. Increased adoption of One by IFG by approximately 240,000 Health Insurance participants and approximately 76,000 BPJS Kesehatan participants. 4. Business synergy premiums from IFG Life and Inhealth of IDR 1.9 trillion and potential HUW of IDR 158 billion. 5. Reduction in Loss Ratio by 3%.	1. The performance of the Service Improvement Taskforce initiatives has stabilized, with several highlights as follows: a. Outpatient and inpatient guarantee service performance remained consistent with the previous period. The inpatient SLA achievement for all categories was below 30 minutes, in line with the Taskforce target. b. The Pricing Framework Review Project has commenced, with Renewal Pricing becoming the main priority for immediate completion. This is intended to support improvements in the Loss Ratio from the risk selection aspect, which is expected to complement service improvement initiatives such as telemedicine and others. 2. One by IFG Adoption With the Customer Experience-based Taskforce initiatives having stabilized, a workshop was conducted in December 2025 to formulate the expansion of the 2026 targets toward operational transformation. More comprehensive service improvements are targeted through a review of existing business processes and the formulation of necessary improvements to achieve the Target Operating Model for IFG Life & Inhealth following integration, particularly in the Health Insurance business.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
6	<i>Opportunistic to re-enter Motor Vehicle market</i> Opportunistic to Re-enter Motor Vehicle Market	Memanfaatkan MTPL yang diatur dalam UU P2SK untuk meningkatkan penetrasi produk Asuransi Kendaraan Bermotor. Leverage MTPL as regulated under the P2SK Law to increase the penetration of Motor Vehicle Insurance products.	1. Perjanjian kerja sama dengan <i>targeted partner</i>. 2. Peningkatan <i>Client base</i> produk Asuransi Kendaraan Bermotor sejumlah 116,000 polis. 3. Perbaikan profitabilitas bisnis Motor Vehicle JRP dan Jasindo. 1. Cooperation agreements with targeted partners. 2. Increase in the client base for Motor Vehicle Insurance products by 116,000 policies. 3. Improved profitability of JRP and Jasindo's Motor Vehicle businesses.	Pada 2025, IFG telah membangun fondasi strategis <i>re-entry</i> bisnis Motor Vehicle melalui pengembangan skema TPL dan kolaborasi dengan <i>partner digital</i> DANA serta iCarAsia. Kemitraan ini memperluas akses pasar sekaligus memperkuat kapabilitas IFG dalam memahami perilaku pengguna, merancang digital <i>customer journey</i>, dan mengintegrasikan produk dengan ekosistem digital dan otomotif. Inisiatif tersebut menghasilkan penjualan 9,572 polis TPL atau 112,6% dari target 8,500 polis. Capaian ini memvalidasi efektivitas model distribusi digital serta memperkuat kesiapan operasional Grup dalam menangkap peluang implementasi MTPL secara lebih luas. In 2025, IFG established a strategic foundation for re-entering the Motor Vehicle business through the development of a TPL scheme and collaboration with digital partners DANA and iCarAsia. These partnerships expanded market access while strengthening IFG's capabilities in understanding user behavior, designing digital customer journeys, and integrating products into the digital and automotive ecosystems. These initiatives generated sales of 9,572 TPL policies, or 112.6% of the target of 8,500 policies. This achievement validated the effectiveness of the digital distribution model and strengthened the Group's operational readiness to capture broader opportunities arising from MTPL implementation.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
7	Mengoptimalkan dan memastikan program penugasan pemerintah yang <i>profitable</i> .	- Optimalisasi Kinerja IW dan SW melalui penyelesaian PP No. 18 Tahun 1965 tentang Ketentuan-Ketentuan Pelaksanaan Dana Kecelakaan Lalu Lintas Jalan. - Program KUR dengan Imbal Jasa Penjaminan Berbasis Risiko.	- Implementasi kebijakan bantuan selektif di Jasa Raharja. - Penurunan beban klaim di Jasa Raharja sebesar Rp600 miliar. - Potensi Peningkatan HUW dari LOB KUR sebesar Rp2,7 triliun. - Memiliki dasar hukum KUR yang lebih kuat terkait kompensasi Program Penugasan dan penentuan tarif IJP. - Program penjaminan KUR yang <i>sustainable</i> untuk mendukung pertumbuhan UMKM. - Perubahan kebijakan yang mengatur secara lebih lengkap tata kelola Program KUR.	Kebijakan Bantuan Selektif - Pada tanggal 10 Januari 2025, telah diselenggarakan FGD di Badan Kebijakan Fiskal Kementerian Keuangan RI untuk membahas produk hukum yang dapat menjadi dasar bagi kebijakan santunan selektif. - Pada tanggal 28 Mei 2025, telah dilakukan rapat monitoring dari IFG kepada Jasa Raharja sehubungan dengan tindak lanjut opini Jamdatun dan progres serta <i>timeline</i> dari rencana implementasi peraturan direksi dan penyusunan draf RPP; - Pada tanggal 14 Juli 2025, telah dilakukan penyampaian Daftar Inventarisasi Masalah Rancangan Perubahan PP 17/1965 dan PP 18/1965 oleh Divisi Hukum IFG kepada Divisi Hukum dan Kepatuhan Jasa Raharja; - Pada tanggal 29 Agustus 2025, telah dilakukan penyampaian Daftar Inventarisasi Masalah dan Rancangan Perubahan PP 18/1965 kepada Direktur Jenderal Stabilitas dan Pengembangan Sektor Keuangan Kementerian Keuangan RI oleh Jasa Raharja. Program KUR IFG bersama Askrindo dan Jamkrindo: - telah mengusulkan penyesuaian tarif IJP KUR berbasis risiko ke DAM dan telah disetujui; - dengan tarif IJP KUR berbasis risiko untuk KUR Mikro dan Kecil dengan opsi <i>Risks Sharing</i> 50:50 dan 30:70; - telah berkoordinasi dengan Bank penyalur terkait penyesuaian tarif IJP KUR berbasis risiko dan perbaikan PKS; dan - telah diterapkan tarif IJP KUR baru untuk program KUR KPP (Kredit Program Perumahan.)

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Optimize and Ensure the Profitability of Government Assignment Programs	- Optimize Compulsory Premiums and Compulsory Contributions performance through the finalization of Government Regulation No. 18 of 1965 concerning Provisions for the Implementation of the Road Traffic Accident Fund. - KUR Program with Risk-Based Guarantee Fees.	- Implementation of a selective assistance policy at Jasa Raharja. - Reduction in Jasa Raharja's claim expenses by IDR 600 billion. - Potential increase in HUW from the KUR LOB of IDR 2.7 trillion. - Establishment of a stronger legal basis for KUR in relation to compensation for Government Assignment Programs and the determination of guarantee fee rates. - A sustainable KUR guarantee program to support MSME growth. - Policy amendments that more comprehensively regulate the governance of the KUR Program.	Selective Assistance Policy - On January 10, 2025, an FGD was held at the Fiscal Policy Agency of the Ministry of Finance of the Republic of Indonesia to discuss the legal instrument that could serve as the basis for the selective compensation policy. - On May 28, 2025, IFG held a monitoring meeting with Jasa Raharja regarding the follow-up to the opinion of the Deputy Attorney General for Civil and State Administrative Affairs (Jamdatun), as well as the progress and timeline for the planned implementation of the Board of Directors Regulation and preparation of the draft Government Regulation. - On July 14, 2025, IFG's Legal Division submitted the Problem Inventory List for the Draft Amendments to Government Regulations No. 17/1965 and No. 18/1965 to Jasa Raharja's Legal and Compliance Division. - On August 29, 2025, Jasa Raharja submitted the Problem Inventory List and Draft Amendment to Government Regulation No. 18/1965 to the Director General of Financial Sector Stability and Development of the Ministry of Finance of the Republic of Indonesia. KUR Program IFG, together with Askrindo and Jamkrindo: - proposed an adjustment to risk-based KUR guarantee fee rates to DAM, which was approved; - established risk-based KUR guarantee fee rates for Micro and Small KUR with Risk Sharing options of 50:50 and 30:70; - coordinated with KUR disbursing banks regarding adjustments to risk-based KUR guarantee fee rates and improvements to cooperation agreements; and - implemented new KUR guarantee fee rates for the KPP KUR program (Housing Credit Program).

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
8	Pendampingan pengembangan bisnis baru melalui produk asuransi kesehatan individu (termasuk <i>top up</i>) dan potensi kerja sama dengan BPJS Kesehatan Assistance in New Business Development through Individual Health Insurance Products (Including Top-Up) and Potential Collaboration with BPJS Kesehatan	1. Melakukan pendampingan pengembangan produk asuransi kesehatan individu potensial (misal <i>top up</i> individu, <i>individual managed care</i>, <i>top up</i> BPJS, dll). 2. Mengeksplor kerja sama dengan BPJS Kesehatan dalam pemasaran produk individu maupun optimalisasi manfaat dan biaya melalui skema <i>Coordination of Benefit</i> (COB).	1. Tersedianya produk asuransi kesehatan individu untuk menggarap kebutuhan pasar potensial seperti <i>top up benefit</i> korporasi, kerja sama <i>Bancassurance</i> maupun penetrasi ke peserta BPJS Kesehatan. 2. Diperolehnya kerja sama strategis dalam pemasaran produk individu untuk perluasan pangsa pasar maupun optimalisasi COB yang berpotensi menurunkan <i>claim ratio</i>. 3. Kesiapan operasionalisasi untuk integrasi berbasis digital dengan BPJS Kesehatan melalui <i>platform digital</i>.	1. Saat ini <i>Inhealth</i> lebih mendorong penjualan <i>top up</i> anak yang sudah memiliki <i>hook benefit</i> Asuransi Kesehatan Kumpulan sehingga <i>success rate</i> lebih tinggi dengan biaya akuisisi yang minim. <i>MyCare Ultimate</i> menjadi prioritas kedua mengingat pemasaran akan kurang tepat apabila ke <i>customer existing</i>, sehingga tidak dapat dipasarkan sekaligus dalam proses sosialisasi <i>benefit</i> kumpulan misalnya. 2. Produk <i>MyCare Ultimate</i> dalam skema PAB <i>Inhealth</i>, IFGL, dan AMFS sudah dipasarkan pada TW IV dengan capaian APE Rp 962 juta atau mendekati Rp 1 miliar hanya dalam waktu dua bulan (November dan Desember). Melanjutkan poin sebelumnya, kapabilitas <i>Inhealth</i> dalam produk <i>health</i> untuk perluasan ke segmen individu lebih dioptimalkan pada segmen ini. 3. Pada INAHAF di Desember 2025, sudah <i>difollow up</i> secara <i>high-level</i> oleh DirOps <i>Inhealth</i> kepada DepDir BPJS Kesehatan mengenai kerja sama <i>Inhealth</i> & BPJSK. Pembahasan lebih detail akan dijadwalkan kembali, sementara itu <i>testing</i> API sudah dirampungkan oleh tim teknis.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
9	K o l a b o r a s i melalui <i>ecosystem play</i> untuk bisnis B2B dan B2B2C, baik untuk satu klien atau pendekatan melalui <i>Group to Group (G2G)</i> , di antaranya dengan <i>modular solution</i>	Bekerja sama dengan Partner yang memiliki <i>customer base</i> yang besar untuk menawarkan produk-produk berbasis santunan, diantaranya dengan penggunaan fitur One by IFG sebagai modular solution	1. Kenaikan premi dari kerja sama B2B2C sebesar Rp1,3 triliun dan HUW sebesar Rp624 miliar untuk Anak Perusahaan Asuransi Umum dan Penjaminan 2. Ketersediaan <i>modular solution</i> melalui One by IFG untuk integrasi ke ekosistem BUMN, afiliasi ataupun ekosistem lainnya 3. Penguatan posisi IFG di industri asuransi	1. Sampai dengan 31 Desember 2025 Anak Perusahaan Asuransi Umum berhasil melakukan pemetaan potensi dan inisiasi kerja sama B2B2C di antaranya: a. <i>piloting</i> B2B2C dengan InJourney di Bandara Soekarno Hatta yang mencakup 27 titik di Terminal 1 & 2 b. Asuransi <i>Liability</i> untuk ASDP dari JRP sebesar Rp1,6 T dari tahun sebelumnya sebesar Rp1,46 T c. Inisiasi kerja sama dengan PT KAI dan MRT Jakarta melalui aplikasi MyMRT d. Asuransi Mikro Askrindo dengan Alfamart sebesar Rp252 Juta serta kerja sama dengan beberapa koperasi dan pemerintah daerah untuk penjualan produk ritel 2. Pengembangan produk di One by IFG untuk Asuransi umum seperti Asuransi Perjalanan dari Jasindo yang dipasarkan pada <i>piloting</i> kerja sama InJourney di Terminal I & II Bandara Soekarno Hatta. Selain itu terdapat produk <i>Third Party Liability (TPL)</i> dari JRP yang masuk dalam One by IFG serta berhasil masuk ke dalam ekosistem <i>ecommerce</i> seperti Dana dan komunitas seperti Ikatan Motor Indonesia (IMI) 3. Sampai dengan Q4 Tahun 2025, IFG secara konsolidasi Asuransi Umum berhasil menduduki peringkat kedua di Industri 4. Pembentukan Tim khusus <i>Taskforce</i> B2B2C di Jasindo dan Pemasaran Ritel di Askrindo untuk meningkatkan portofolio bisnis ritel.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Collaboration through Ecosystem Play for B2B and B2B2C Businesses, Either for Individual Clients or through a Group-to-Group (G2G) Approach, Including through Modular Solutions	Collaborate with partners with large customer bases to offer compensation-based products, including through the use of One by IFG features as a modular solution.	1. Increase in premiums from B2B2C collaborations of IDR 1.3 trillion and HUW of IDR 624 billion for General Insurance and Guarantee Subsidiaries. 2. Availability of modular solutions through One by IFG for integration into SOE, affiliated, and other ecosystems. 3. Strengthened IFG position in the insurance industry.	1. As of December 31, 2025, the General Insurance Subsidiaries had successfully mapped potential opportunities and initiated B2B2C collaborations, including: a. B2B2C pilot with InJourney at Soekarno-Hatta Airport, covering 27 locations across Terminals I & II; b. JRP Liability Insurance for ASDP amounting to IDR 1.6 trillion, compared with IDR 1.46 trillion in the previous year; c. Initiation of collaborations with PT KAI and MRT Jakarta through the MyMRT application; and d. Askrindo Micro Insurance in collaboration with Alfamart amounting to IDR 252 million, as well as collaborations with several cooperatives and regional governments for the sale of retail products. 2. Development of general insurance products on One by IFG, such as Jasindo Travel Insurance, marketed through the pilot collaboration with InJourney at Terminals I & II of Soekarno-Hatta Airport. In addition, JRP's Third Party Liability (TPL) product was made available on One by IFG and successfully expanded into e-commerce ecosystems such as DANA and communities such as the Indonesian Motor Association (IMI). 3. As of Q4 2025, IFG's consolidated General Insurance business ranked second in the industry. 4. Establishment of a dedicated B2B2C Taskforce at Jasindo and a Retail Marketing team at Askrindo to increase the retail business portfolio.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
10	Penguatan kapabilitas dan kapasitas <i>direct lending</i> Strengthening Direct Lending Capabilities and Capacity	Meningkatnya kapabilitas dan kapasitas BAV dalam menjalankan bisnis model baru <i>direct lending</i> . Enhance BAV's capabilities and capacity in implementing the new direct lending business model.	- Adanya penyaluran <i>direct lending</i> sebesar Rp610 miliar. - Pendapatan penyaluran <i>direct lending</i> sebesar Rp39,3 miliar - Terpenuhinya kebutuhan SDM BAV yang mampu melaksanakan pengembangan bisnis dan digitalisasi di semua lini pendukung bisnis <i>direct lending</i>. - BAV mampu meningkatkan jaminan fidusia kepada PIP - Memperkuat kapasitas funding BAV melalui penambahan modal atau pinjaman dari Perbankan. - Tersedianya sistem untuk mendukung seluruh proses operasional <i>direct lending</i>. - Direct lending disbursements of IDR 610 billion. - Revenue from direct lending disbursements of IDR 39.3 billion. - Fulfillment of BAV's human capital requirements to support business development and digitalization across all functions supporting the direct lending business. - BAV's increased ability to provide fiduciary guarantees to PIP. - Strengthened BAV funding capacity through additional capital or bank loans. - Availability of a system to support the entire direct lending operational process.	- Telah disalurkan pembiayaan UMi <i>direct lending</i> sebesar Rp212,1 miliar; BAV telah mencatatkan pendapatan atas penyaluran <i>direct lending</i> sebesar Rp17,8 miliar; - Telah dilakukan pemenuhan kebutuhan SDM untuk mendukung pengembangan bisnis <i>direct lending</i> melalui <i>talent mobility</i> dari Holding ke BAV dan rekrutmen PKWT; <i>Loan origination system</i> telah go live; dan - BAV telah memperkuat kapasitas <i>funding</i> melalui penambahan pinjaman sebesar Rp178,4 miliar yang terdiri atas pinjaman Bank sebesar Rp14,4 miliar dan pinjaman PIP sebesar Rp164,0 miliar. - UMi direct lending financing of IDR 212.1 billion was disbursed. - BAV recorded revenue of IDR 17.8 billion from direct lending disbursements. - Human capital requirements to support the development of the direct lending business were fulfilled through talent mobility from the Holding to BAV and the recruitment of fixed-term contract employees (PKWT). - The loan origination system went live. - BAV strengthened its funding capacity through additional loans totaling IDR 178.4 billion, comprising IDR 14.4 billion in bank loans and IDR 164.0 billion in loans from PIP.

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11	Melanjutkan Transformasi Model Bisnis BS Continue the Transformation of BS's Business Model	Penguatan IB <i>Advisory</i> melalui pengembangan <i>pipeline</i> dan monitoring <i>billing & collection</i>: 1. BS diharapkan dapat memperkuat bisnis IB untuk mendapatkan proyek-proyek <i>landmark</i> seiring dengan pertumbuhan pendapatan yang signifikan 2. Penguatan strategi <i>no-frills brokerage</i>: 3. Dalam menjalani kegiatan operasional-nya, jika dilakukan secara BAU, maka pendapatan BS tidak dapat naik secara optimum dan BS masih terus mengalami kerugian. 4. Sehingga, diperlukan inisiatif strategis untuk dapat meningkatkan kinerja Perusahaan dan meningkatkan proposisi <i>enabler</i>. Strengthen the IB <i>Advisory</i> business through pipeline development and billing & collection monitoring: 1. BS is expected to strengthen its IB business to secure landmark projects while generating significant revenue growth. 2. Strengthen the no-frills brokerage strategy: 3. Under a business-as-usual (BAU) approach, BS's revenue is unlikely to increase optimally and BS will continue to incur losses. 4. Therefore, strategic initiatives are required to improve the Company's performance and strengthen its value proposition.	1. Pendapatan dari proyek-proyek bisnis IB <i>Advisory</i> dengan <i>billing</i> yang lancar. 2. Pendapatan dari proyek <i>landmark</i> di Indonesia untuk upaya peningkatan reputasi Bahana Sekuritas. 3. Pendapatan IBFA Rp83,6 miliar 4. Perbaikan profitabilitas lini bisnis <i>equity brokerage</i>. 5. Efisiensi biaya lini bisnis <i>brokerage</i>, memberikan <i>offering</i> baru kepada nasabah dan diferensiasi di <i>market</i>. 1. Revenue from IB <i>Advisory</i> business projects with smooth billing. 2. Revenue from landmark projects in Indonesia to enhance Bahana Sekuritas' reputation. 3. IBFA revenue of IDR 83.6 billion. 4. Improved profitability of the equity brokerage business. 5. Improved cost efficiency in the brokerage business, enabling the Company to offer competitive pricing to customers and differentiate itself in the market.	1. Penurunan Piutang Usaha dari lini bisnis <i>advisory</i> menurun secara YoY, menunjukkan kedisiplinan BS dalam memilih <i>project</i> 2. Hingga tahun 2025, BS telah mengerjakan beberapa proyek <i>landmark</i> dari berbagai klien seperti, Danantara, IFG, Inalum, dan Angkasa Pura Indonesia. 3. Pendapatan bersih IBFA Rp19,17 miliar 4. Lini bisnis <i>equity brokerage</i> BS masih mengalami kerugian, karena <i>key employee</i> baru join BS pada pertengahan tahun 2025 5. Pengembangan <i>Secondary Bond Trading</i> dan <i>Day Trading</i> di tahun 2025 1. Trade receivables from the advisory business line decreased YoY, demonstrating BS's discipline in project selection. 2. As of 2025, BS had completed several landmark projects for clients including Danantara, IFG, Inalum, and Angkasa Pura Indonesia. 3. IBFA recorded net revenue of IDR 19.17 billion. 4. BS's equity brokerage business continued to incur losses as new key employees only joined BS in mid-2025. 5. Development of <i>Secondary Bond Trading</i> and <i>Day Trading</i> in 2025.

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12	Pengembangan bisnis subrogasi Subrogation Business Development	Pentingnya kompetensi Subrogasi di IFG dan Anak Perusahaan dan BKI telah diamanatkan untuk mengoptimalkan <i>recovery asset</i> Subrogasi bagi seluruh group, sehingga terjadi efisiensi untuk sinergi penanganan subrogasi. BKI perlu mengoptimalkan <i>recovery asset</i> subrogasi melalui <i>direct bank access</i>. Given the importance of Subrogation competencies within IFG, the Company and BKI have established a general framework to optimize the recovery of Subrogation assets across the Group, thereby improving the efficiency of Subrogation management. BKI needs to optimize the recovery of Subrogation assets through direct bank access.	- Adanya pelimpahan pekerjaan <i>recovery asset</i> subrogasi dengan nilai saldo <i>hask</i> subrogasi sebesar Rp550 miliar - Adanya peningkatan <i>recovery asset</i> subrogasi sebesar Rp282,4 miliar atas rekonsiliasi dan penagihan yang dilakukan BKI. - BKI mendapatkan peningkatan pendapatan sebesar Rp21,1 miliar. - Adanya kerja sama dengan Mitra Perbankan baru - Transfer of Subrogation <i>recovery asset</i> management with an outstanding Subrogation claim balance of IDR 550 billion. - Increase in Subrogation <i>recovery</i> of IDR 282.4 billion from reconciliations and collection activities conducted by BKI. - BKI to generate additional revenue of IDR 21.1 billion. - Establishment of cooperation with new banking partners.	- Telah dilakukan <i>signing</i> PKS antara BKI dan Askrindo pada 19 Maret 2025 serta PKS antara BKI dan Jamkrindo pada 25 Maret 2025 dengan total pelimpahan <i>recovery asset</i> subrogasi dengan nilai saldo hak subrogasi sebesar Rp2,3 Triliun; - BKI berhasil melakukan <i>recovery asset</i> subrogasi sebesar Rp41,6 miliar atas rekonsiliasi; - Telah dibukukan pendapatan sebesar Rp2,8 miliar atas pekerjaan rekonsiliasi KUR Gen-1 milik Jamkrindo dan Askrindo; dan - BKI dalam proses peninjauan kerja sama pengelolaan <i>recovery asset</i> subrogasi dengan beberapa Bank penyalur KUR. - Cooperation Agreements (PKS) were signed between BKI and Askrindo on March 19, 2025, and between BKI and Jamkrindo on March 25, 2025, with a total transfer of Subrogation <i>recovery assets</i> with an outstanding Subrogation claim balance of IDR 2.3 trillion. - BKI successfully recovered Subrogation assets of IDR 41.6 billion from reconciliations. - Revenue of IDR 2.8 billion was generated from the reconciliation of Gen-1 KUR owned by Jamkrindo and Askrindo; and - BKI is in the process of exploring cooperation for the management of Subrogation <i>recovery assets</i> with several KUR disbursing banks.
13	Melakukan koordinasi antara BTIM dengan BS terkait peluncuran produk RD ETF dan Indeks Coordination between BTIM and BS on the Sale of Mutual Fund and ETF Index Products	Terdapat pertumbuhan yang signifikan atas RD Indeks dan ETF di <i>market</i>, terutama pada RD <i>existing</i> yang telah dimiliki BTIM (ABF). Selain itu, BS juga diharapkan dapat menjalani bisnis <i>brokerage</i> dengan <i>low cost</i> yang sejalan dengan cara pengelolaan saham atas RD Indeks dan ETF. There are regulations that significantly limit the investment of mutual fund products in ETFs in the capital market, particularly mutual funds with ETF products issued by BTIM (ABF). In addition, BS also has limitations in conducting brokerage business involving only index and ETF trading, without conducting cash equity trading with mutual fund clients.	- Penambahan AUM dari produk ETF & Indeks sebesar 6% menjadi Rp8,8 triliun. - Kerja sama antara BS dan BTIM dalam produk ETF & Indeks. - Peningkatan <i>market share</i> BTIM. - Peningkatan <i>market share</i> BS sebagai <i>no-frills broker</i>. - Peningkatan pendapatan BTIM sebesar 9% menjadi Rp16,8 miliar. - Increase in AUM from ETF & Index products by 6% to IDR 8.8 trillion. - Cooperation between BS and BTIM in ETF & Index products. - Increase in BTIM's market share. - Increase in BS's market share as a no-frills broker. - Increase in BTIM's revenue by 9% to IDR 16.8 billion.	- Peningkatan AUM ETF & Indeks sebesar 17% atau menjadi sebesar Rp9,3 triliun; - BTIM telah melakukan transaksi melalui BS untuk produk ETF & Indeks sesuai ketentuan yang berlaku; - Peningkatan <i>market share</i> BTIM berdasarkan total AUM menjadi 9,21% (2024: 8,87%); - BS belum menunjukkan peningkatan <i>market share</i> di lini <i>bisnis equity institution</i> pada tahun 2025; - Pendapatan BTIM atas RD ETF & Indeks telah mencapai Rp16,7 miliar, meningkat 13% dari 2024. - ETF & Index AUM increased by 17%, or IDR 9.3 trillion. - BTIM conducted transactions through BS for ETF & Index products in accordance with applicable regulations - BTIM's market share increased based on total AUM to 9.21% (2024: 8.87%). - BS had not recorded an increase in market share in the institutional equity business line as of 2025. - BTIM'S revenue from ETF & Index transactions increased by IDR 16.7 billion, or 13%, compared with 2024.

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14	Memberikan dukungan dan memfasilitasi BTIM dalam mendapatkan <i>project</i> alternatif Provide Support and Facilitate BTIM in Securing Alternative Investment Projects	Produk alternatif <i>investment</i> memiliki potensi dapat menjaga stabilitas AUM dan memiliki <i>management fee</i> yang lebih tinggi. Selain itu, terdapat potensi besar karena minimnya MI yang menerbitkan produk alternatif. BTIM bisa mendapatkan <i>project</i> alternatif salah satunya dengan kolaborasi bersama BS. Alternative investment products have the potential to maintain AUM stability and generate higher management fees. In addition, there is significant potential given the limited number of Investment Managers offering alternative products. BTIM can secure alternative projects, including through collaboration with BS.	- Adanya 3 produk alternatif baru dengan penambahan AUM. - Terdapat peningkatan <i>management fee</i> dari produk alternatif sebesar 270% menjadi Rp15,7 miliar. - Availability of 3 new alternative products with additional AUM. - Increase in management fees from alternative products by 270% to IDR 15.7 billion.	- BTIM telah memberikan 3 pengembangan solusi alternatif kepada nasabah; - Secara <i>gross management fee</i>, pendapatan BTIM dari produk alternatif di 2025 sebesar Rp4,1 miliar dan belum mencapai target pertumbuhan dan target RKAP. - BTIM has provided 3 alternative investment solutions to customers. - In terms of gross management fees, BTIM generated IDR 4.1 billion in revenue from alternative products in 2025 and had not yet achieved its growth target and RKAP target.
15	Data Management and Analytics Data Management and Analytics	Program untuk memenuhi kebutuhan implementasi sistem ERP di Anak Perusahaan. A program to support the implementation of Enterprise Resource Planning (ERP) systems in Subsidiaries.	- Terbentuknya <i>unified system</i> pada ekosistem IFG - Terimplementasinya ERP di ekosistem IFG. - Establishment of a unified system across the IFG ecosystem. - Implementation of ERP across the IFG ecosystem.	Pada tahun 2025, seluruh aktivitas Implementasi <i>Enterprise Resource Planning</i> (ERP) pada 4 (empat) Perusahaan Afiliasi, yaitu PT Bahana Sekuritas, PT Asuransi Kredit Indonesia (Askrindo), PT Reasuransi Nasional Indonesia (Nasre), dan PT Jasa Raharja Putera (JRP), telah diselesaikan sesuai dengan target yang ditetapkan. In 2025, all Enterprise Resource Planning (ERP) implementation activities at 4 (four) Affiliated Companies, namely PT Bahana Sekuritas, PT Asuransi Kredit Indonesia (Askrindo), PT Reasuransi Nasional Indonesia (Nasre), and PT Jasa Raharja Putera (JRP), were completed in accordance with the established targets.
16	Digitalisasi Proses Bisnis Digitalization of Business Processes	Pengembangan sistem berdasarkan BRD dan <i>Mockup</i> Digitalisasi dalam rangka membantu proses bisnis. System development based on Business Requirements Documents (BRD) and mockups as part of digitalization efforts to support business processes.	- Perbaikan proses bisnis lebih baik sehingga proses kerja lebih terotomasi. - Risiko operasional dan risiko asuransi dapat termonitor dan termitigasi. - EBITDA, <i>Combined Ratio</i>, ROE & Hasil <i>Underwriting</i> tercapai sesuai target - Improved business processes through greater process automation. - Operational and insurance risks can be monitored and mitigated. - EBITDA, Combined Ratio, ROE & Underwriting Results are in target.	Telah menyelesaikan pekerjaan <i>master data</i> untuk <i>core system</i>, <i>add treaty</i>, <i>vie treaty</i>, <i>setting user management</i> dan sedang dilakukan finalisasi <i>placement & binding workflow</i>. Master data development for the core system, add treaty, vie treaty, and user management settings has been completed, while the placement & binding workflow is currently being finalized.

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17	Konsolidasi Infrastruktur Jaringan Network Infrastructure Consolidation	Konsolidasi jaringan kantor cabang di kota-kota besar dan jaringan data center cucu perusahaan. Consolidation of branch office networks in major cities and the Company's data center network.	1. Terciptanya infrastruktur jaringan yang terintegrasi. 2. Migrasi Kantor Cabang <i>affiliated company</i>/cucu perusahaan yang terkonsolidasi dalam One Building IFG NET	Pada tahun 2025 Implementasi IFG NET Fase III (SDWAN) telah diselesaikan sesuai target sebagai bagian dari <i>roadmap</i> penguatan dan integrasi infrastruktur jaringan terpadu di lingkungan IFG Group. In 2025, the implementation of IFG NET Phase III (SDWAN) was completed in accordance with the target as part of the roadmap for strengthening and integrating network infrastructure across the IFG Group.
18	Manage Service Private Cloud IFG & ERP On Premise Managed Service for IFG Private Cloud & On-Premise ERP	Penyediaan <i>backup sistem</i> ERP oracle EBS menggunakan metode <i>manage service</i> oleh pihak ketiga sebagai penyedia layanan. Provision of a backup system for ERP Oracle EBS using a managed service method by a third party as the service provider.	1. Tersedianya <i>backup system</i> ERP Oracle EBS dapat digunakan oleh Grup IFG. 2. Pengembangan dan Implementasi ERP yang berjalan sesuai rencana.	Pada tahun 2025 IFG telah mengimplementasikan perangkat dan <i>Software Private Cloud</i> di <i>Data Center</i> . Melalui penerapan <i>private cloud</i> , IFG dapat mengoptimalkan manajemen sumber daya, mempercepat proses <i>provisioning</i> layanan, serta meningkatkan keandalan sistem dalam mendukung operasional dan layanan antar entitas di dalam grup. In 2025, IFG implemented Private Cloud hardware and software at the Data Center. Through the implementation of the private cloud, IFG can optimize resource management, accelerate the service provisioning process, and enhance system reliability in supporting operations and inter-entity services within the Group.
19	Memperkuat Tata Kelola Aktuaria Strengthening Actuarial Governance	Penyesuaian Pedoman pengembangan Produk beserta Kebijakan turunannya. Adjustment of the Product Development Guidelines and their derivative policies.	1. Terbentuknya pedoman pengembangan produk sehingga proses pengembangan produk berjalan dengan komprehensif. 2. Proses pengembangan pengimplementasian PSAK 117 berjalan dengan komprehensif.	1. Pedoman Strategis Pengembangan Produk <i>Holding</i> sudah diperbaharui dan disahkan. 2. Implementasi PSAK 117 telah memasuki fase <i>go-live</i>, didukung penyelesaian pengembangan utama CSM Engine, pelaksanaan rekonsiliasi dan integrasi data serta <i>parallel run</i> untuk mendukung perhitungan dan pelaporan, serta penguatan <i>governance</i> melalui penyusunan <i>guidance</i>, dokumentasi, SOP, dan kebijakan terkait.

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20	Mengembangkan Sistem Informasi Penjaminan Development of the Guarantee Information System	Pengembangan Sistem Informasi Penjaminan dari Penjamin yang tersentralisasi dan terintegrasi yang dapat dipergunakan oleh <i>Partners (self service)</i> untuk meningkatkan efisiensi operasional bisnis Penjaminan dan meningkatkan kualitas data (data yang <i>reliable</i>). Development of a centralized and integrated Guarantee Information System that can be used by Partners (self service) to improve the operational efficiency of the Guarantee business and enhance data quality (reliable data).	1. Perbaikan kinerja penjaminan melalui data yang simetris. 2. Kajian dan <i>roadmap</i> pengembangan Sistem Informasi Penjaminan. 1. Improved guarantee performance through system data. 2. Assessment and roadmap for the development of the Guarantee Information System.	Adanya perubahan terkait program kerja pengembangan sistem Informasi Penjaminan sehingga program kerja tersebut sudah <i>tercover</i> dalam pengembangan sistem Jaguars milik Jamkrindo Changes were made to the work program for the development of the Guarantee Information System, and the related work program has been incorporated into the development of Jamkrindo's Jaguars system.
21	Optimalisasi Penerapan PSAK 117 Optimization of PSAK 117 Implementation	1. Pembaharuan Kebijakan Aktuaria untuk diturunkan kepada Anggota <i>Holding</i>. 2. Interpretasi dan penyambungan inisiatif bisnis yang ada dengan neraca 117. 3. Rekonsiliasi untuk cadangan aktuaria dan aset reasuransi pada penerapan PSAK 117 dengan memanfaatkan sistem yang tersedia serta <i>improvement</i> pasca implementasi PSAK 117 untuk memastikan proses <i>reporting</i> di masing-masing AC dapat dilakukan sesuai jadwal. 1. Update the Actuarial Policy to be further developed into a Holding Actuarial Policy. 2. Integrate actuarial calculations with other relevant business processes in accordance with PSAK 117. 3. Reconcile actuarial calculation results using PSAK 117 with the current actuarial calculation system and make improvements if the implementation of PSAK 117 is not mathematically consistent with each Affiliated Company's existing processes.	1. Terlaksananya proses <i>update</i> dan penyempurnaan kebijakan aktuaria yang ada untuk disosialisasikan kepada Anggota <i>Holding</i> sesuai dengan perubahan proses pelaporan dan monitoring yang ditetapkan oleh PSAK 117, guna memastikan konsistensi dan efektivitas penerapan standar. 2. Terdapatnya asumsi aktuaria yang dipakai sudah sesuai dengan pengalaman aktual yang mendasari pembentukannya. 1. Implementation of the process for updating and refining the Actuarial Policy, which will be disseminated to Holding Members in accordance with the completion of the reporting process and monitoring of actuarial policies under PSAK 117, in order to ensure consistency and effectiveness in the application of the standard. 2. Availability of actuarial assumptions used that are consistent with the experience underlying their determination.	1. Telah dilakukan pembaharuan Pedoman Strategis Aktuaria. 2. Telah dilakukan <i>review</i> dan evaluasi atas asumsi aktuaria yang digunakan dalam penerapan PSAK 117 sebagai bagian dari proses monitoring dan penyempurnaan penerapan standar. 3. Telah dilakukan rekonsiliasi dan validasi data aktuaria untuk mendukung konsistensi dan keandalan proses perhitungan dan pelaporan PSAK 117. 1. The Strategic Actuarial Guidelines have been updated. 2. An evaluation and assessment of the actuarial assumptions used in the implementation of PSAK 117 has been conducted as part of the monitoring and refinement of the implementation of the standard. 3. Reconciliation and validation of actuarial calculation data have been conducted to support consistency and reliability in PSAK 117 calculations and reporting.

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22	Pengembangan evaluasi pemantauan kinerja kontrak asuransi/penjaminan secara komprehensif Development of a Comprehensive Evaluation of Insurance/Guarantee Contract Performance Monitoring	1. Pengembangan sistem dan penambahan fitur evaluasi pemantauan kinerja kontrak asuransi/penjaminan secara detail khususnya untuk kontrak yang tergolong <i>onerous</i> 2. Pengembangan sistem evaluasi pemantauan kinerja kontrak asuransi berbasis PSAK 117.	1. Telah dibangun sistem yang mendukung evaluasi dan analisa atas kinerja kontrak asuransi/penjaminan yang komprehensif 2. Pengelolaan portofolio perusahaan dengan SLA yang optimal. 3. Development of a system that supports the evaluation and analysis of insurance/guarantee contract performance. 4. Integrated management of the acquisition portfolio with an optimal SLA.	1. Saat ini belum dibangun sistem untuk evaluasi dan pemantauan kinerja kontrak asuransi/penjaminan. Hal ini disebabkan oleh adanya kendala dalam kualitas data serta penarikan data secara <i>host-to-host</i> dari Anper ke <i>Holding</i>. 2. Berdasarkan diskusi internal di <i>Holding</i> disepakati bahwa penarikan data akan disentralisasi di bawah Departemen MIS. Dengan sentralisasi ini, diharapkan seluruh data yang digunakan akan selaras dan terintegrasi dengan lebih baik ke depannya. Setelah terbangunnya sentralisasi data, maka pengembangan sistem evaluasi baru dapat dilakukan.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
23	Konsolidasi B2C Front-end Platform Anak dan Cucu Perusahaan melalui One by IFG serta sentralisasi pengembangan digital dengan implementasi <i>Integrated Distribution Channel dan Shared Service</i> . Consolidation of the B2C Front-End Platform and Centralized Back-End Customer Data Management by IFG, as well as Centralized Channel and Shared Service Management	Membangun dan mengintegrasikan saluran distribusi bersama yang terintegrasi baik <i>online</i> maupun <i>offline</i> untuk seluruh produk dan layanan IFG Group yang mencakup komponen tenaga pemasar, API <i>Powerhouse</i> dan One by IFG. Develop and integrate digital distribution channels together with an integrated online and offline back-end platform across the IFG Group to support the components of the One by IFG program: API Powerhouse and One by IFG.	1. Terkonsolidasinya aplikasi untuk produk asuransi jiwa & kesehatan, asuransi umum, dan Investasi. 2. Implementasi AI dan <i>instant feature</i> sebagai teknologi untuk akseptasi dan klaim untuk asuransi umum dan asuransi kesehatan. 3. Efisiensi Capex. 4. Pengembangan lanjutan One by IFG pada tahun 2025 adalah pengembangan fitur berbasis AI, operasionalisasi berbasis <i>straight through processing</i>, integrasi data pada One Data serta integrasi untuk pembelian saham dan obligasi. 5. Keputusan mengenai entitas yang akan menjalankan fungsi <i>integrated distribution channel</i> dan <i>shared service</i> 1. Conceptualization of applications for insurance and health products, mutual funds, and investments. 2. Implementation of AI and instant features as technology to support customer acquisition through the IFG Group's insurance and investment businesses. 3. Efficient Capex. 4. Continued development of One by IFG in 2025, including the development of additional features based on the business requirements of each entity through processing, data integration into One Data, and integration to support customer needs. 5. Decisions regarding entities that will operate the integrated digital channel and shared service.	Pada 2025, IFG telah memulai implementasi <i>Integrated Distribution Channels & Shared Service Center</i> (IDC & SSC) untuk meningkatkan efisiensi operasional dan integrasi layanan di seluruh ekosistem IFG. Tahap ini mencakup persetujuan prinsip, pembentukan <i>Taskforce</i>, serta penyusunan <i>preliminary report</i> implementasi dan penyiapan entitas IDC & SSC. Implementasi selanjutnya difokuskan pada finalisasi entitas, struktur organisasi, model operasional, tata kelola, proses bisnis terintegrasi, serta kapabilitas layanan dan infrastruktur pendukung. Hingga akhir 2025, One by IFG sebagai salah satu aplikasi SSC telah digunakan oleh lebih dari 300 ribu pengguna dan mengintegrasikan layanan lintas entitas, yaitu layanan: 1. Asuransi Kesehatan (Inhealth), meliputi konsultasi daring, e-RJTP, apotek daring, akses manfaat, dan layanan kesehatan mental. 2. Asuransi Jiwa (IFG Life), meliputi akses polis dan pembelian produk. 3. Asuransi Umum (Jasaraharja Putera), meliputi produk JPPK dan Siranmor. 4. Investasi Reksadana (BTIM), meliputi transaksi pembelian, penjualan, dan <i>switching</i> produk reksadana. In 2025, IFG commenced the implementation of the Integrated Distribution Channels & Shared Service Center (IDC & SSC) to improve operational efficiency and service integration across the IFG ecosystem. This phase covered the preparation of principles, establishment of the Taskforce, and preparation of the implementation report and IDC & SSC entity setup. Implementation subsequently focused on finalizing the entity, organizational structure, operating model, governance, business processes, strategies, and capacity assessment in terms of infrastructure support. As of the end of 2025, One by IFG, as one of the SSC applications, had been used by more than 300 thousand users and integrated cross-entity services, namely: 1. Health Insurance (Inhealth): online consultations, e-RJTP, online pharmacy, access to benefits, and mental health services. 2. Life Insurance (IFG Life): policy access and product purchases. 3. General Insurance (Jasaraharja Putera): JPPK and Siranmor products. 4. Mutual Fund Investment (BTIM): purchase, sale, and switching transactions for mutual fund products.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
24	Implementasi PSAK 117, serta monitoring dan evaluasi pelaksanaannya Implementation of PSAK 117, as well as Monitoring and Evaluation of Its Implementation	1. Pemantauan dan evaluasi secara berkala atas kemajuan implementasi PSAK 117. 2. Penerapan standar kebijakan yang sudah dibuat <i>Holding</i> mengenai proses pelaporan dan monitoring PSAK 117. 1. Continuous monitoring and evaluation of PSAK implementation. 2. Implementation of an assessment of the reporting process and feedback provided by the Holding regarding the PSAK 117 monitoring and evaluation process.	Penyelesaian laporan keuangan audit tahun 2025 secara akurat dan tepat waktu sesuai dengan terhadap standar yang ditetapkan dalam PSAK 117. Completion of the 2025 year-end financial statements in an accurate and timely manner in accordance with the standards stipulated in PSAK 117.	Hingga Juni 2025, penerapan PSAK 117 telah mencakup persiapan <i>server rerun</i> OBS, revidir data antar perusahaan, serta rekonsiliasi data OBS FRA hingga 31 Desember 2023 yang telah ditinjau konsultan pendamping dan <i>Holding</i>. Hasil rekonsiliasi telah ditinjau oleh konsultan pendamping dan <i>Holding</i>. Tindak Lanjut dan Aksi Percepatan: 1. Percepatan persiapan data dan rekonsiliasi (termasuk AR/AP) untuk triwulan I dan IV 2024 perlu dilakukan sebelum proses input ke SAS. 2. Akan dilakukan <i>onsite</i> ke masing-masing perusahaan terafiliasi untuk: a. Input WP <i>go-live</i> b. Data <i>Input Reconciliation</i>, sebagai bagian dari upaya percepatan rekonsiliasi AR/AP triwulan I & IV 2024. As of June 2025, the implementation of PSAK 117 had reached the go-live phase for the core process, namely actuarial data calculations, as well as the reconciliation of OBS FRA data through December 31, 2023, which had been prepared by each Holding company. The reconciliation had been conducted and reviewed by each company and the Holding. Follow-Up and Acceleration Measures: 1. Accelerate the preparation of reconciliation data (including AR/AP) for Q1 and Q2 2024, which needs to be completed before the PSAK 117 implementation is carried out. 2. Discussions among each company regarding: a. Input WP go-live; b. Data Input Reconciliation, as part of efforts to accelerate AR/AP reconciliation for Q1 and Q2 2024.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
25	Menerapkan tata kelola dan pengawasan pelaporan keuangan untuk memastikan laporan keuangan konsolidasian selesai tepat waktu setiap bulan	- Monitoring dan evaluasi dengan melakukan <i>one-on-one monthly meeting</i> dengan Divisi AKP Anak Perusahaan untuk membahas hasil revidi laporan keuangan bulanan, analisa laporan keuangan dan isu-isu akuntansi yang dihadapi Anak Perusahaan. - SOP dan juknis untuk proses bisnis terkait dengan analisa pelaporan keuangan konsolidasian selesai di Q1 2025.	- Laporan keuangan konsolidasian selesai tepat waktu dan sesuai dengan standar akuntansi yang berlaku setiap bulannya - Terciptanya tata kelola yang baik dengan adanya SOP dan juknis untuk proses pelaporan keuangan.	- Laporan Keuangan Audit per 31 Desember 2025 merupakan tahun pertama penerapan PSAK 117 dan PSAK 109 pada Anggota <i>Holding</i> Perusahaan Asuransi dan Reasuransi. Sehubungan dengan penerapan tersebut, dilakukan penyajian kembali (<i>restatement</i>) atas laporan keuangan tahun buku 31 Desember 2023 dan 31 Desember 2024. Mengingat kompleksitas atas implementasi PSAK 117, maka OJK selaku regulator menerbitkan Surat OJK Nomor S-16/D.05/2026 yang memberikan relaksasi batas waktu penyampaian Laporan Keuangan Auditan per 31 Desember 2025 hingga 30 Juni 2026. Laporan Keuangan Audit Tahun Buku 2025 telah diterbitkan pada 19 Juni 2026, sebelum tenggat akhir perpanjangan OJK pada 30 Juni 2026. - Proses penyusunan kebijakan akuntansi telah dilaksanakan dengan rincian sebagai berikut: - Sosialisasi kebijakan akuntansi umum di IFG telah dilakukan pada 19 Desember 2025. - Sosialisasi kebijakan akuntansi umum yang perlu diratifikasi oleh Anggota <i>Holding</i> telah dilakukan pada 31 Desember 2025. - Di luar penyusunan kebijakan akuntansi, Kebijakan Operasional Bidang Akuntansi juga telah disahkan melalui Surat Keputusan Direksi Nomor 74 Tahun 2025 tanggal 30 Desember 2025.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Implement Governance and Supervision of Financial Reporting to Ensure the Consolidated Financial Statements Are Completed in an Accurate and Timely Manner Each Month	1. Conduct monitoring and evaluation through monthly one-on-one meetings with the Subsidiary AKP Division to discuss the results of the monthly financial statement review, followed by the preparation and submission of reports on matters requiring attention. 2. Prepare a business process flowchart related to the analysis of monthly consolidated financial statements, completed in Q1 2025.	3. Consolidated financial statements are completed in an accurate manner and in accordance with the accounting standards applicable to each month. 4. Establishment of sound governance through SOPs and technical guidelines for the reporting process.	1. The December 31, 2025 Financial Statements represent the first implementation of PSAK 117 and PSAK 109 for Holding Members in the Insurance and Reinsurance sectors. In connection with the first-time implementation, a restatement of the December 31, 2024 financial statements was performed. Given the complexity of the implementation of PSAK 117, OJK as the regulator granted a relaxation under OJK Letter No. S-16/D.05/2026, which provided additional time for the submission of the December 31, 2025 Financial Statements until June 30, 2026. The Audited Financial Statements for the 2025 Financial Year were issued on June 19, 2026, one month earlier than the OJK reporting deadline of June 30, 2026. 2. The process of preparing accounting policies has been conducted through the following activities: a. Dissemination of general accounting policies within the IFG Group was conducted on December 19, 2025. b. Dissemination of general accounting policies that have been ratified by each Holding Member was conducted on December 31, 2025. c. In addition to the preparation of general accounting policies, the Accounting Operational Policy has also been ratified through a Board of Directors Decree No. 74 of 2025 dated December 30, 2025.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
26	Pembuatan <i>hybrid notional pooling</i> Establishment of Hybrid Notional Pooling	Perpanjangan dan perluasan fasilitas layanan <i>notional pooling paired with standby subordinated loan facility</i> dari Holding. Extension and expansion of the notional pooling facility and standby subordinated loan facility from the Holding.	- Optimalisasi pengelolaan idle dana giro ekosistem IFG. - Efisiensi <i>cost of fund</i> jangka pendek untuk modal kerja Anak Perusahaan. - Optimization of idle cash and current account ecosystem management within IFG. - Improved short-term funding cost efficiency for Subsidiaries' working capital.	- Melalui perjanjian PKSS dengan Bank Mandiri <i>Notional Pooling</i> Nomor 048/Perj./BPUI/IX/2024, layanan <i>Notional Pooling</i> milik IFG Group aktif sampai dengan November 2025 - Permohonan utilisasi yang terjadi sepanjang 2025 adalah sebanyak 3 (tiga) kali dengan detail sebagai berikut: - Bahana Sekuritas (BS) pada tanggal 7 – 8 Juli 2025 - BS pada tanggal 26 – 28 Agustus 2026 - BS pada tanggal 26 – 28 November 2026 - Pengaktifan layanan <i>Notpool</i> dilakukan kembali di 2026 selaras dengan anggaran 2026 - Pursuant to the Cooperation Agreement with Bank Mandiri (Notional Pooling No. 048/PKJ/BPUI/XI/2024), the Notional Pooling facility within the IFG Group was extended until November 2025. - The notional pooling facility was extended throughout 2025 for 3 (three) time deposits that had matured: - Bahana Sekuritas (BS), from July 7–8, 2025; - BS, from August 26–28, 2026; and - BS, from November 26–28, 2026. - The Notional Pooling service agreement was reactivated in the 2026 budget year.
27	Penerapan dan pengawasan implementasi ERP Implementation and Supervision of ERP Implementation	- Pendampingan proses implementasi ERP di Perusahaan Afiliasi. - Penunjukan konsultan sebagai SME (<i>Subject Matter Expert</i>) untuk mendukung implementasi ERP. - Uji coba implementasi ERP di perusahaan afiliasi sebelum penerapan penuh di grup Perusahaan. - Assistance with the ERP implementation process at Affiliated Companies. - Appointment of consultants as ERP Subject Matter Experts to support ERP implementation. - Trial of ERP implementation within the Company's ecosystem following full implementation across the Group.	- Terimplementasinya sistem ERP yang terstandardisasi pada 6 entitas di dalam grup IFG. - Penyelesaian laporan keuangan audit tahun 2025 secara akurat dan tepat waktu sesuai dengan terhadap standar yang ditetapkan dalam PSAK 117. - Implementation of a standardized and integrated ERP system across IFG. - Timely and accurate completion of the 2025 year-end financial statements in accordance with PSAK 117 standards.	Pada tahun 2025 implementasi ERP dilaksanakan di 3 entitas yaitu; Bahana Sekuritas, Jasa Raharja Putera, dan Reasuransi Nasional. Seluruh implementasi sudah dapat dilaksanakan di tahun 2025 sehingga per Januari 2026 seluruh entitas tersebut telah menggunakan <i>Oracle</i> ERP sebagai basis pencatatan laporan keuangan. In 2025, ERP implementation was carried out at 3 entities, namely Bahana Sekuritas, Jasa Raharja Putera, and Reasuransi Nasional. All ERP implementations were completed in 2025, enabling all entities to use Oracle ERP as the financial recording system.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
28	Pengembangan <i>Straight Through Processing</i> (STP) <i>payment</i> pada ERP <i>oracle</i>. Development of <i>Straight-Through Processing</i> (STP) for Payments in Oracle ERP	Pengembangan integrasi <i>Host-to-Host</i> (H2H) <i>payment</i> pada ERP <i>Oracle</i> dengan <i>Banking Cash Management System</i>. Development of <i>Host-to-Host</i> (H2H) integration for payments in Oracle ERP with Bank Mandiri's <i>Cash Management System</i>.	Memiliki <i>end-to-end</i> pengelolaan kas operasional IFG <i>Holding</i> yang menjadi <i>pilot project</i> untuk Anak Perusahaan. End-to-end management of IFG Holding's operational cash into a single entry point for Subsidiaries.	1. PKS layanan integrasi <i>host-to-host</i> (H2H) <i>payment</i> pada ERP <i>Oracle</i> dengan KOPRA <i>Cash Management System</i> Bank Mandiri telah ditandatangani per Juni 2025; 2. Integrasi H2H <i>payment</i> ERP <i>Oracle Holding</i> telah <i>go-live</i> sejak September 2025, namun terkadang beberapa transaksi interbank masih terdapat gagal <i>settlement</i> karena salah nama atau penulisan <i>beneficiary list vendor</i> pada sistem <i>Oracle</i> yang tidak sesuai dengan format bank penerima dana transaksi sehingga dibutuhkan proses <i>cleansing</i> data <i>list vendor</i> pada <i>Oracle</i> yang sedang dilakukan oleh tim pengadaan/<i>vendor management</i>. 3. Di 2025, terdapat 6 entitas yang sudah <i>go-live</i> menggunakan <i>Oracle ERP</i>, yaitu Jamkrindo (April), Jasindo (April), BTIM (Januari), BAV (Januari), BKI (Januari), dan GNTU (Januari). Adapun, implementasi ERP tahap III di Bahana Sekuritas, Jasa Raharja Putra, dan Nasional RE telah dinyatakan <i>go-live</i> per 5 Januari 2026 1. The <i>Host-to-Host</i> (H2H) <i>payment</i> service <i>Cooperation Agreement</i> between Oracle and Bank Mandiri's <i>Cash Management System</i> has been signed and integrated since June 2025. 2. <i>Host-to-Host</i> <i>payment</i> integration has gone live since September 2025. However, several interbank transactions still experienced system failures because the payee names registered in the Oracle system differed from the format required by the bank receiving the transaction. As a result, adjustments and input changes are required, while intensive monitoring continues to be conducted for each event. 3. In 2025, the managed entities had gone live using Oracle ERP, namely Jamkrindo (April), Jasindo (April), BTIM (January), BAV (January), BKI (January), and GSTU (January). Meanwhile, ERP implementation at Bahana Sekuritas, Jasa Raharja Putera, and Nasional RE was declared <i>go-live</i> as of January 5, 2026.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
29	Implementasi ICoFR Implementation	Pelaksanaan review implementasi ICoFR sesuai APS KBUMN sesuai Surat nomor S-491/MBU/09/2023. Implementation of the review of ICoFR implementation in accordance with BPKP Regulation S-491/MBU/09/2023.	Sesuai dengan <i>Roadmap</i> Implementasi ICoFR Tier 1 Dispensasi. PT BPUI telah menyelesaikan : 1. Penentuan Ruang Lingkup (<i>Scoping</i>) 2. Penyusunan BPM dan RCM serta <i>list design</i> Gap 3. Pelaksanaan <i>Control Self Assessment</i> (CSA) 4. Menyusun Kebijakan ICoFR 5. Laporan Hasil Implementasi ICoFR Output: 1. <i>Scoping</i>, dan <i>Risk Assessment</i> 2. Perancangan (BPM dan RCM) 3. <i>Control Self Assessment</i> (CSA) 4. Kebijakan ICoFR 5. Laporan Implementasi ICoFR Outcome: 1. Menjamin keandalan dan keakuratan Laporan Keuangan 2. Penurunan Risiko Kecurangan (<i>Fraud</i>) 3. Penguatan Proses Bisnis dan Tata kelola (GCG) Output: 1. <i>Scoping</i> and <i>Risk Assessment</i> 2. Design (BPM and RCM) 3. Control/Self-Assessment (CSA) 4. ICoFR Policy 5. ICoFR Implementation Report Outcome: 1. Ensuring the reliability and accuracy of the Financial Statements. 2. Mitigating Financial Risk (<i>Fraud</i>). 3. Strengthening Business Processes and Governance (GCG).	Sesuai dengan <i>Roadmap</i> Implementasi ICoFR IFG Konsolidasi di tahun 2026, sudah dilakukan beberapa aktivitas untuk mendukung persiapan implementasi ICoFR di anak perusahaan sebagai berikut: 1. Melakukan sosialisasi ICoFR kepada anak perusahaan pada Rapat Koordinasi Direktorat Keuangan di Oktober 2025. 2. Melakukan pendampingan kepada anak perusahaan untuk persiapan implementasi ICoFR di tahun 2026. 3. JR dan JRP sudah tahap persiapan implementasi ICoFR di Q4 2025 In accordance with the ICoFR Tier 1 Implementation Roadmap in Danantara, PT BPUI has completed: 1. Preparation of the Scoping Document; 2. Preparation of the BPM and RCM and testing of their design; 3. Implementation of Control Self-Assessment (CSA); 4. Preparation of the ICoFR Policy; and 5. ICoFR Implementation Report. In connection with the implementation of ICoFR consolidation activities within the IFG Group in 2026, several activities have been undertaken to support the preparation for the implementation of ICoFR at the Company, including: 1. Conducting ICoFR dissemination to the Company in the Board of Directors Meeting on March 26, 2025. 2. Conducting ICoFR preparation assistance for the Company's subsidiaries for implementation in 2026. 3. IR and JR have conducted preparation for ICoFR implementation in Q4 2025.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
30	Acceleration Culture Transformation and Culture Internalization Program	Program terintegrasi yang mendorong atas perubahan perilaku karyawan yang <i>respected and valuable (customer centricity, strengthening core competency, adaptive dan innovative)</i>. Program ini dilaksanakan menerapkan <i>sequence</i> yang di antaranya: <i>Awareness tone from the top, culture communication campaign, Aktivasi budaya unit kerja, adoption proses kerja, coaching, mentoring</i> dan pengukuran penilaian kinerja berbasis perilaku.	1. Peningkatan <i>awareness</i> dan pemahaman karyawan mengenai urgensi dalam membangun budaya kerja berkinerja tinggi. 2. Terciptanya mekanisme dan sistem yang menumbuhkan perilaku-perilaku sesuai dengan budaya perusahaan berkinerja tinggi dalam proses kerja yang dilakukan oleh karyawan sehari-hari. 3. Menciptakan perubahan <i>mindset</i> dan perubahan perilaku karyawan dalam membangun sebuah tujuan perusahaan <i>respected</i> dan <i>valuable</i>.	<i>Culture Understanding:</i> 1. Perumusan <i>core value</i> RICE-C yang diterjemahkan dari credo akan dilakukan sosialisasi kepada <i>Holding</i> dan Anggota <i>Holding</i> pada kuartal-I 2026 2. Kegiatan <i>Customer excellence Lab</i> sebagai bagian identifikasi melayani sepenuh hati dari Danantara telah dijalankan di 5 wilayah dan melibatkan tim bisnis dan penanganan pelanggan di kantor cabang.5 wilayah dengan aktivitas kegiatan di antaranya: <i>workshop customer excellent – building service heart excellent, customer visit</i> dan <i>mystery shopper</i>. <i>Culture Implementation:</i> Program Budaya perusahaan dengan 2 aktivitas di antaranya: 1. <i>Culture Internalization</i>, beberapa program yang telah dijalankan di antaranya: a. pelaksanaan kegiatan <i>tone from the top</i> dalam rangka HUT RI-80 dan hari pahlawan pelaksanaan kegiatan <i>kindness to progress</i> yang dijalankan pada Bulan Agustus (Kota Malang) dan Oktober (Kabupaten Garut). Pada kegiatan <i>kindness to progress inclusivity batch</i>, hadir Ketua Komisi Disabilitas yang menjadi pembicara dalam kegiatan pelaksanaan kegiatan IFG <i>Synergy Day</i> sebagai bagian dalam membangun hubungan strategis dengan <i>stakeholder</i>. IFG <i>Synergy</i> dijalankan melalui 3 aktivitas: Sinergi Karsa, Sinergi Raga dan Sinergi Berdaya b. Dalam kegiatan ini melibatkan 7 <i>stakeholder</i>: Danantara, Jamdatun, BP BUMN, Korlantas, Rindam Jaya dan Kopasus. <i>Culture Campaign</i> Aktivasi media sosial <i>life at IFG</i> dan konten edukasi tentang perilaku kerja sehari-hari. Selain melalui media sosial, tim departemen budaya perusahaan menyebarkan <i>flyer</i> afirmasi pagi melalui <i>email</i>.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Acceleration Culture Transformation and Culture Internalization Program	An internalization program that promotes positive behaviors among employees, namely creative, strengthening (core competency, adaptive and innovative). The program is implemented through a sequence consisting of awareness through tone from the top, culture communication campaigns, AKHLAK culture as a key topic, adoption processes (enjoy, coaching, mentoring), and measurement of behavior-based performance assessments.	1. Increased awareness and understanding among employees of the importance of building a sustainable work culture. 2. Creation of mechanisms and systems that foster behaviors aligned with the expected culture, as well as changes in behavior toward productive work and daily work culture. 3. Creation of changes in mindset and behavior among employees in building a culture of mutual respect and valuing one another.	Culture Understanding: 4. The Culture Index measurement was conducted in accordance with the roadmap established for 2026. 5. The Customer Excellence Lab activity, as part of the service excellence internalization process, was conducted from the Holding to 5 regions and involved business teams and customer handling functions across 5 regions, with an activation mechanism involving workshops on customer excellence – building service heart excellence and customer visit & mystery shopper. Culture Implementation: Programs that have been implemented include: 1. Culture Internalization, through tone from the top activities in the form of 80th Independence day of Indonesia (HUT RI) celebrations and religious holiday celebrations, Kindness to Progress, conducted during Bulan Agustus (Kota Malang) and Oktober (Kabupaten Garut), as well as religious activities, including Pesta Suka Komisi Disabilitas involving persons with disabilities and the activities Sinergi Rasa, Sinergi Raga, and Sinergi Berdaya. 2. In addition, programs included Bugarin, Lestarinas, Rindam Berdaya, and BUP BUMN, Korlantas, Rindam Berdaya, and BUP BUMN. Culture Campaign Activation of the Life at IFG social media channel and educational content on day-to-day workplace behaviors. In addition to social media, the Corporate Culture Department distributed morning affirmation flyers via email.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
31	Implementasi <i>roadmap</i> peningkatan budaya risiko untuk tahun 2025 Implementation of the 2025 Risk Culture Enhancement Roadmap	Pelaksanaan seluruh program implementasi budaya risiko untuk tahun 2025 berdasarkan rekomendasi hasil <i>project</i> peningkatan budaya sadar risiko di lingkungan IFG yang telah dilaksanakan di tahun 2024. Implementation of all risk culture programs for 2025 based on the recommendations resulting from the risk awareness culture enhancement project conducted within IFG in 2024.	Menurunnya level risiko inherent akibat pelaksanaan mitigasi risiko atas hasil <i>risk assessment</i> Reduction in the inherent risk level as a result of risk mitigation measures arising from the risk assessment.	Pada tahun 2025, implementasi <i>roadmap</i> peningkatan budaya risiko di IFG sebagai berikut: 1. Telah dilakukan survei budaya risiko pada tanggal 2-17 Oktober 2025 dan diperpanjang kembali sampai dengan 5 Desember 2025. Laporan hasil survei telah disampaikan kepada Wakil Direktur Utama pada tanggal 31 Desember 2025. 2. Kampanye budaya risiko telah disampaikan kepada karyawan IFG dan Anak Perusahaan melalui email tanggal 21 Oktober 2025 3. Modul pembelajaran budaya risiko telah <i>upload</i> di <i>Learning Management System</i> (LMS) dan diuji coba oleh Departemen Manajemen Risiko In 2025, the implementation of IFG's risk culture enhancement roadmap was as follows: 1. A risk culture survey was conducted from October 2–17, 2025, and was subsequently extended until December 5, 2025. The survey report was submitted to the Deputy President Director on December 31, 2025. 2. The risk culture campaign was communicated to IFG and Subsidiary employees via email on October 21, 2025. 3. The risk culture learning module was uploaded to the Learning Management System (LMS) and piloted by the Risk Management Department.
32	Melaksanakan <i>Culture Transformation</i> termasuk aktivitas <i>Change Management</i> di <i>Holding</i> dan <i>Affiliated Company</i> . Implementation of <i>Culture Transformation</i> , including <i>Change Management</i> Activities at the Holding and Affiliated Companies	1. Penyelenggaraan monitoring Proyek <i>Culture Transformation</i> . 2. Pelaksanaan FGD untuk merumuskan <i>Culture</i> yang akan dibangun dan diterapkan untuk kemudian di <i>cascade</i> menjadi perilaku dan aktivitas yang ditanamkan ke Insan IFG. 1. Monitoring of the Culture Transformation Project. 2. Conducting FGDs to formulate the culture to be developed and implemented, which will subsequently be cascaded into behaviors and activities to be embedded among IFG Personnel.	1. Terdefiniskannya <i>culture</i> dan <i>behavior</i> yang sesuai dengan harapan <i>Senior Management</i> 2. Terciptanya budaya kerja di IFG yang mendukung pencapaian RJPP 2025-2029 1. Definition of the culture and behaviors aligned with Senior Management's expectations. 2. Establishment of a work culture at IFG that supports the achievement of the 2025–2029 RJPP.	1. Proses Pengadaan dan Penunjukan SME telah selesai. <i>Retreat</i> BoD telah dilaksanakan pada tanggal 09 Desember 2025 2. Desain aktivasi budaya (<i>Credo</i>) telah disepakati dan ditandatangani oleh BoD 3. <i>Credo</i> telah <i>cascading</i> kepada BoD & BoD-1 <i>Retrospective</i> sebagai bagian tahap awal implementasi rencana kerja 1. The procurement and appointment process for the SME has been completed. The Board of Directors Retreat was held on December 9, 2025. 2. The culture activation design (<i>Credo</i>) has been agreed upon and signed by the Board of Directors. 3. The <i>Credo</i> has been cascaded to the Board of Directors and BOD-1 through a Retrospective as part of the initial stage of implementing the work plan.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
33	Peningkatan budaya sadar risiko dan kepatuhan di lingkungan IFG Group Enhancement of Risk Awareness and Compliance Culture within the IFG Group	Peningkatan budaya sadar risiko dan kepatuhan di lingkungan IFG Group berdasarkan PER-2/MBU/03/2023, POJK No.17/POJK.03/2014, SEOJK No.14/SEOJK.03/2015, POJK No.45/POJK.03/2014, POJK No.13/POJK.05/2022, POJK No.18/POJK.03/2014 Enhancement of risk awareness and compliance culture within the IFG Group based on PER-2/MBU/03/2023, POJK No. 17/POJK.03/2014, SEOJK No. 14/SEOJK.03/2015, POJK No. 45/POJK.03/2014, POJK No. 13/POJK.05/2022, and POJK No. 18/POJK.03/2014.	Project 1. 1. Perbaikan proses pelaporan mitigasi risiko. 2. Dikembangkannya <i>risk universe</i> grup IFG. Project 2. Peningkatan budaya sadar risiko dan kepatuhan di ekosistem IFG. Project 1 1. Improvement of the risk mitigation reporting process. 2. Development of IFG Group's risk universe. Project 2 Enhancement of risk awareness and compliance culture across the IFG ecosystem.	Sampai dengan 31 Desember 2025, telah selesai dikembangkan sistem yang bernama ARK yang berfungsi untuk memonitor mitigasi risiko, pembentukan <i>risk universe group</i> IFG termasuk kajian risiko dan kajian kepatuhan serta <i>compliance checklist</i>. Sistem ini diharapkan dapat membuat proses pembentukan dan monitoring kajian risiko dan kepatuhan dengan lebih baik, efektif dan efisien. Telah dilaksanakan FGD pada November 2025 dengan seluruh anak perusahaan IFG untuk memberikan arahan terkait progress Manajemen Risiko dan Kepatuhan selama tahun 2025 serta arahan serta gambaran terkait Manajemen Risiko dan Kepatuhan untuk tahun depannya. As of December 31, 2025, a system had been developed that integrates the RAK framework and functions to monitor risk mitigation through the IFG Group's risk universe, including risk assessment and Compliance Checklists. The system is expected to assist the monitoring process and assessment of compliance risk levels in a more effective and efficient manner. An FGD was conducted in November 2025 with all IFG subsidiaries to obtain guidance on the progress of the Risk and Compliance Management initiatives and direction for the preparation of the Risk and Compliance Management initiatives for the following year.
34	Tindak Lanjut Kajian Arsitektur Brand Follow-Up to the Brand Architecture Assessment	Pembuatan strategi <i>brand</i> arsitektur dan pedoman <i>brand</i> di ekosistem IFG sesuai dengan RJPP 2025 -2029. Development of a brand strategy and architecture as well as brand guidelines across the IFG ecosystem in accordance with the 2025-2029 RJPP.	Tersedianya strategi <i>Brand</i> Arsitektur dan pedoman <i>brand</i> di ekosistem IFG sesuai dengan RJPP 2025 -2029. Availability of a Brand Architecture strategy and brand guidelines across the IFG ecosystem in accordance with the 2025-2029 RJPP.	Hingga 31 Desember 2025, telah tersedia strategi <i>Brand Architecture</i> dan pedoman brand ekosistem IFG yang selaras dengan RJPP 2025-2029, dengan fokus pada penyusunan arsitektur <i>brand</i> untuk mendukung program konsolidasi, khususnya perusahaan asuransi syariah dan penjaminan syariah. Dokumen tersebut menjadi landasan dalam penyusunan identitas <i>brand</i> <i>NewCo</i>, termasuk <i>logogram</i> dan <i>logotype</i>, serta penyesuaian <i>Brand Guideline</i> IFG sebagai <i>Holding</i> agar selaras dengan perkembangan arsitektur brand di ekosistem IFG. As of December 31, 2025, a Brand Architecture strategy and brand guidelines for the IFG ecosystem had been developed in line with the 2025-2029 RJPP, with a focus on strengthening the Holding brand to support consolidation programs, particularly for insurance and guarantee companies. The document has served as a basis for developing the identities of the Reinsurer NewCo, consolidated hospital, and consolidated TPA, as well as for strengthening the IFG brand as a whole through the refinement of the IFG Brand Code as part of the IFG architecture ecosystem.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
35	HRIS terintegrasi (jika hasil kajian <i>shared service</i> menyatakan bahwa akan dilakukan <i>shared service</i>)	HRIS terintegrasi (jika hasil kajian <i>shared service</i> menyatakan bahwa akan dilakukan <i>shared service</i>).	1. Pengembangan sistem pengelolaan SDM yang terintegrasi. 2. Peningkatan efisiensi operasional dan <i>sense of alignment</i>. 3. Cara kerja serta proses yang terstandarisasi lintas bisnis yang berdampak pada penguatan <i>sense of belonging</i> untuk seluruh pegawai di bawah naungan IFG.	1. Pemantapan integrasi data HRIS pada modul-modul utama yang menjadi fondasi pengelolaan SDM grup, yaitu data karyawan, riwayat jabatan/karier, data kehadiran, dan data penilaian kinerja. Integrasi ini menjadi basis penting untuk mendukung penyediaan data SDM konsolidasi yang lebih seragam, akurat, dan dapat digunakan untuk monitoring oleh <i>Holding</i>. 2. Koordinasi intensif dengan Anggota <i>Holding</i> dalam rangka penyalarsan kebutuhan data, validasi master data, serta penyesuaian format dan struktur data agar dapat dikonsolidasikan dalam sistem <i>Holding</i>. Aktivitas ini mencakup identifikasi gap data, pengecekan kelengkapan data, serta tindak lanjut terhadap perbedaan struktur data dan proses bisnis yang berlaku di masing-masing entitas. 3. Divisi SDM turut mendukung pengembangan dan pengujian integrasi pada beberapa Anggota <i>Holding</i>, antara lain terkait modul <i>Employee Information</i>, <i>Career Administration</i>, <i>Time Attendance</i>, dan <i>Performance Management</i>. Proses ini dilakukan melalui koordinasi teknis, validasi data, serta dukungan pelaksanaan uji coba untuk memastikan sistem dapat berjalan sesuai kebutuhan bisnis. 4. Integrasi HRIS juga dimanfaatkan untuk mendukung kebutuhan analitik SDM, antara lain monitoring data kehadiran, produktivitas, <i>dashboard</i> SDM, serta penyediaan data untuk kebutuhan pelaporan manajemen. Pemanfaatan data ini menjadi salah satu dasar penguatan <i>people analytics</i> di lingkungan <i>Holding</i> dan mendukung pengambilan keputusan yang lebih berbasis data.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Integrated HRIS (Subject to the Results of the Shared Service Assessment Confirming the Implementation of Shared Services)	Integrated HRIS (Subject to the Results of the Shared Service Assessment Confirming the Implementation of Shared Services)	1. Development of an integrated HR management system. 2. Improved operational efficiency and sense of alignment. 3. Standardized ways of working and business processes that impact the sense of belonging of all employees under IFG.	1. Further integration of HRIS data across the key modules that serve as the foundation for the Group's human capital management, including employee master data, employment history, attendance data, and performance appraisal data. This integration is essential to support the availability of consolidated, standardized, and accurate data that can be used by the Holding for monitoring purposes. 2. Intensive coordination with Holding Members to align data requirements, validate master data, and adjust the format and structure of data to enable consolidation within the Holding system. Activities include identifying data gaps, checking data completeness, and following up on differences in data between systems to ensure business processes managed by each entity can be integrated. 3. The Human Capital Division also supports the development and testing of several supporting modules, including Employee Information, Career Administration, Time Attendance, and Performance Management. The testing process is conducted through coordination with the application vendor and users to ensure that each module can operate in accordance with business requirements. 4. HRIS integration has also been utilized to support human capital analytics needs, including the monitoring of attendance and productivity data, the human capital dashboard, as well as the provision of data for management reporting purposes. The utilization of this data serves as one of the foundations for strengthening people analytics across the Holding and supports more data-driven decision-making.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
36	Memastikan pengkinian akta pendirian Anak Perusahaan yang disesuaikan dengan kajian <i>Parenting Governance</i> . Ensure the Establishment of Subsidiaries Is Aligned with Partnership Governance Guidelines	Penyesuaian akta pendirian Anak Perusahaan yang sesuai dengan kajian <i>Parenting Governance</i> IFG. Alignment of the establishment deeds of Subsidiaries with the Partnership Governance Guidelines.	Terdapatnya akta pendirian Anak Perusahaan yang sesuai dengan kajian <i>Parenting Governance</i> IFG. Availability of Subsidiary establishment deeds that comply with the Partnership Governance Guidelines.	- Hingga 31 Desember 2025 IFG telah melakukan pengkinian Anggaran Dasar dan Piagam Korporasi untuk seluruh Anak Perusahaan. - IFG telah menyampaikan dokumen pemenuhan persyaratan menjadi PIKK Non-Operasional terkait Penilaian Kemampuan dan Kepatutan Serta Penilaian Kembali (PKK) berdasarkan: - Surat IFG Nomor 262/DUM-SEKPER/B/BPUI/X/2025 tanggal 7 Oktober 2025 perihal Penyampaian Dokumen Sertifikasi Manajemen Risiko Dewan Komisaris dan Direksi dalam rangka proses Pembentukan PIKK IFG; dan - Surat IFG Nomor 314/DUM-SEKPER/B/BPUI/XI/2025 tanggal 17 November 2025 perihal Penyampaian Kelengkapan Dokumen Persyaratan Administratif PKK Anggota Direksi dan Anggota Dewan Komisaris PIKK Non-Operasional IFG. - Pengkinian AD akan mendasarkan pada Project Streamlining. - As of December 31, 2025, IFG had reviewed the Articles of Association and the Partnership Program of Subsidiaries. - IFG submitted documents to fulfill the requirements of the Partnership Program and Partnership Governance Guidelines to the Project Management Office for Organizational Structuring on June 7, 2025, under Letter No. S-26/DAM-SEKPER/BPUI/VI/2025 dated October 7, 2025, concerning the Submission of Partnership Governance Documents for Subsidiaries, and the Board of Directors of each Subsidiary submitted a Partnership Program Statement Letter to the IFG Non-Operational PIKK Commissioner. - The review Articles of Association was conducted based on the Project Streamlining.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
37	Perencanaan dan Monitoring Anak Perusahaan sesuai dengan indikator pada kajian <i>Parenting Governance</i> . Planning and Monitoring of Subsidiaries in Accordance with Parenting Governance Guidelines	Monitoring kinerja Anak Perusahaan sesuai dengan mengimplementasikan prinsip atau kriteria di kajian <i>Parenting Governance</i> . Monitoring of Subsidiaries' performance through the implementation of the principles or criteria established in the Parenting Governance Assessment.	1. Terdapat kebijakan atau SOP terkait penilaian kinerja anak perusahaan berdasarkan kajian <i>Parenting Governance</i>. 2. Terdapatnya analisa penilaian kinerja anak perusahaan yang dilakukan secara berkala. 1. Availability of policies or SOPs related to the assessment of Subsidiary performance based on the Parenting Governance Guidelines. 2. Availability of analyses of Subsidiary performance assessments conducted periodically.	Sampai dengan 31 Desember 2025, IFG telah melakukan: 1. Pengesahan Pedoman Strategis Pengelolaan Konglomerasi IFG pada 11 November 2025 dan Kebijakan Pengelolaan Konglomerasi IFG pada 13 November 2025. 2. <i>Pre-assessment</i> tingkat kesehatan berdasarkan angka PSAK 104 dan diupdate pada saat angka audited telah tersedia. 3. Sosialisasi pedoman strategis pengelolaan konglomerasi IFG telah dilakukan pada 30 Desember 2025 dan melibatkan seluruh Anggota <i>Holding</i>. As of December 31, 2025, IFG had conducted: 1. Ratification of the IFG Financial Conglomerate Management Policy on November 11, 2025, and the Financial Conglomerate Management Policy of IFG's Subsidiaries was ratified in November 13, 2025. 2. A pre-assessment of the soundness level based on PSAK 104, which was updated when audited data became available. 3. Dissemination of the Financial Conglomerate Management Strategy to the Board of Directors of IFG Subsidiaries on December 30, 2025, involving all Subsidiaries.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
38	Kajian Efektivitas Struktur Organisasi IFG dan Anak Perusahaan Assessment of the Effectiveness of IFG's and Subsidiaries' Organizational Structures	Evaluasi efektivitas struktur organisasi dalam mendukung operasional dan pencapaian strategi bisnis grup. Kajian ini mencakup analisis terhadap desain struktur organisasi, peran dan fungsi unit kerja, alur koordinasi, serta hubungan kerja antara <i>Holding</i> dan anak perusahaan. Melalui pendekatan berbasis data, program ini mengidentifikasi potensi tumpang tindih fungsi, kesenjangan tanggung jawab, dan peluang optimalisasi dalam struktur organisasi. Hasil dari kajian ini menjadi dasar untuk menyusun rekomendasi strategis, termasuk perbaikan struktur yang lebih efisien, jelas, dan mampu mendukung sinergi antarentitas dalam grup. Program ini juga mencerminkan komitmen perusahaan untuk terus beradaptasi dengan perubahan lingkungan bisnis dan memastikan struktur organisasi yang relevan dan responsif terhadap kebutuhan masa depan. Evaluation of the effectiveness of the organizational structure in supporting the Company's operational and business strategy. This assessment includes an analysis of the organizational structure design, roles and functions of work units, coordination flows, and working relationships between the Holding and Subsidiaries. Through a data-driven approach, the program identifies opportunities for improvement in organizational structure, number and scope of positions, and organizational functions. The results of this assessment serve as the basis for developing a more strategic organizational structure, including improvements to organizational structures that are less efficient, clear, and capable of supporting synergy among the Group's entities. This program also identifies alternative organizational structures to be considered in future organizational development in order to ensure a relevant organizational structure that is responsive to future needs.	1. Struktur Organisasi yang Efisien dan Relevan: Terciptanya desain organisasi yang lebih ramping, jelas, dan sesuai dengan kebutuhan operasional serta strategi bisnis. 2. Peningkatan Sinergi dan Kolaborasi: Terwujudnya hubungan kerja yang lebih efektif antara <i>Holding</i> dan anak perusahaan, sehingga memperkuat koordinasi dan pengambilan keputusan. 3. Optimalisasi Peran <i>Holding</i> dan Anak Perusahaan: Peran masing-masing entitas menjadi lebih terfokus, dengan distribusi tanggung jawab yang tepat untuk meningkatkan efisiensi dan produktivitas. 4. Rekomendasi untuk Perbaikan Berkelanjutan: Hasil kajian memberikan panduan strategis untuk perbaikan struktur organisasi secara berkelanjutan, termasuk langkah implementasi dan monitoring yang terukur.	Sebagai bagian dari upaya penguatan tata kelola dan optimalisasi peran organisasi dalam mendukung strategi bisnis grup, IFG telah menyelesaikan kajian efektivitas struktur organisasi pada tingkat <i>Holding</i>. Saat ini, hasil kajian tersebut sedang dalam proses persetujuan oleh pejabat berwenang. Kajian ini juga akan dilanjutkan dengan proses penyelarasan struktur organisasi pada tingkat Anggota <i>Holding</i> guna memastikan keselarasan peran, fungsi, dan rantai koordinasi di seluruh entitas dalam grup. Agar kajian dilaksanakan secara komprehensif dan sesuai dengan metodologi standar, IFG telah melakukan pengadaan tenaga ahli yang berkompeten di bidangnya. Keterlibatan tenaga ahli tersebut diharapkan dapat memastikan hasil kajian memiliki kualitas dan objektivitas yang memadai sebagai landasan pengambilan keputusan manajerial As part of efforts to strengthen governance and optimize the roles of organizations in supporting IFG's business strategy, an evaluation of the effectiveness of the organizational structure at the Holding level has been conducted. At present, the results are undergoing refinement by external parties. This assessment also forms part of the Holding's efforts to respond to organizational needs in order to ensure alignment between functions and the Company's strategic direction. In addition, organizational structure consolidation has also been carried out for several Subsidiaries. IFG has conducted in-depth studies of competent human capital across their respective fields. The involvement of these talents is expected to ensure that the assessment results have practical validity that can be applied in managerial decision-making.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
39	Pelaksanaan program <i>leadership LEAD</i> dan GLP bagi karyawan level BoD-1 s.d BoD-2	Membangun kapabilitas <i>leaders</i> yang selaras dengan arah strategi bisnis perusahaan bagi karyawan level BOD-1 sampai dengan BOD-3, termasuk <i>young talents</i> , karyawan perempuan, dan karyawan <i>new-entry level</i>	Meningkatnya kompetensi <i>leadership</i> dan tersedianya talenta yang mampu mendukung pencapaian bisnis.	1. <i>Leadership Excellence Acceleration and Development (LEAD)</i> bagi karyawan pada level BOD-1, BOD-2 dan BOD-3. Pada tahun 2025, dilakukan penyesuaian dan finalisasi desain program LEAD yang meliputi identifikasi kompetensi yang perlu ditingkatkan (<i>gap competency</i>), target peserta dan kurikulum pembelajaran berdasarkan program yang telah terlaksana pada periode tahun sebelumnya. Program didesain terbagi ke dalam 2 (dua) target peserta yaitu seluruh karyawan dan khusus suksesor. 2. <i>Female Empowerment and Leadership Acceleration (FEMALE)</i>. Pada tahun 2025, dilakukan penyesuaian dan finalisasi desain program FEMALE yang meliputi identifikasi kompetensi yang perlu ditingkatkan (<i>gap competency</i>), target peserta dan kurikulum pembelajaran berdasarkan program yang telah terlaksana pada periode tahun sebelumnya. 3. <i>Global Leadership Program (GLP)</i>. Program GLP akan dilaksanakan kembali setelah mengikuti arahan pemerintah terkait pembatasan kunjungan ke luar negeri. 4. Implementasi <i>Officer Development Program (ODP)</i> Sumber Internal IFG Grup. Dalam rangka akselerasi kapabilitas karyawan <i>level staff</i> pada internal IFG Grup yang terpilih untuk dapat dikembangkan menjadi <i>officer</i> yang handal dan mempersiapkan karyawan terpilih tersebut di atas untuk menjadi pimpinan perusahaan di masa depan, IFG mendesain program ODP dengan sumber peserta dari internal <i>Holding</i> dan Anggota <i>Holding</i>. Penyelenggaraan program dimaksud merupakan kolaborasi antara Divisi Sumber Daya Manusia (SDM) berkoordinasi dengan Divisi Pembelajaran dan Budaya Perusahaan (PBP). Divisi SDM memiliki peran pada perencanaan atas kebutuhan karyawan untuk program ODP termasuk seleksi dan penetapan peserta program. Divisi PBP berperan dalam pengembangan peserta program terpilih. Sampai dengan akhir tahun 2025, program telah terlaksana meliputi Tahapan <i>In-class Learning Core Value Mastery, Personal & Interpersonal Skill Mastery, Business Skill Mastery</i> dan <i>Corporate Mastery</i>. Lalu dilanjutkan dengan Tahapan <i>On-the Job Training (OJT)</i> pada Anggota <i>Holding</i> bidang <i>Capital Market & Investasi</i> serta Asuransi & Penjaminan. Program berlanjut pada tahun 2026 untuk Tahapan Evaluasi Akhir.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Implementation of LEAD and GLP Leadership Programs for BOD-1 to BOD-2 Level Employees	Develop leadership capabilities aligned with business strategies for employees ranging from BOD-1 to BOD-3 levels, including young talents, employees, and potential future employees.	Enhanced leadership competencies and availability of talent capable of supporting business achievement.	1. Leadership Excellence Acceleration and Development (LEAD) for employees at BOD-1, BOD-2, and BOD-3 levels In 2025, the LEAD program design was adjusted and finalized, including the identification of competencies requiring improvement (competency gaps), target participants, and the learning curriculum based on the program implemented in the previous year. The program was designed for 2 (two) target participant groups, namely all employees and specifically identified successors. 2. Female Empowerment and Leadership Acceleration (FEMALE) In 2025, the FEMALE program design was adjusted and finalized, including the identification of competencies requiring improvement (competency gaps), target participants, and the learning curriculum based on the program implemented in the previous year. 3. Global Leadership Program (GLP) The GLP will be resumed in accordance with the Government's directives regarding restrictions on overseas travel. 4. Implementation of the Officer Development Program (ODP) for Internal IFG Group Talent To accelerate the capabilities of selected staff-level employees within the IFG Group, develop them into competent officers, and prepare them to become future company leaders, IFG designed the ODP with participants sourced internally from the Holding and Holding Members. The program is implemented through collaboration between the Human Capital (HC) Division and the Learning and Corporate Culture (PBP) Division. The HC Division is responsible for planning employee requirements for the ODP, including the selection and appointment of program participants. Meanwhile, the PBP Division is responsible for developing the selected program participants. As of the end of 2025, the program had completed the In-Class Learning stage, comprising Core Value Mastery, Personal & Interpersonal Skill Mastery, Business Skill Mastery, and Corporate Mastery. This was followed by the On-the-Job Training (OJT) stage at Holding Members in the Capital Market & Investment and Insurance & Guarantee sectors. The program will continue in 2026 with the Final Evaluation stage.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
40	Peningkatan <i>Human Capital Management Maturity Level</i> IFG dan Anak Perusahaan berbasis Arsitektur SDM BUMN	Inisiatif strategis yang dirancang untuk menyelaraskan pengelolaan sumber daya manusia di IFG dan Anak Perusahaan dengan standar yang diatur dalam Arsitektur SDM BUMN. Program ini berfokus pada penguatan aspek-aspek utama pengelolaan SDM, mulai dari perencanaan strategis, pengembangan kompetensi, manajemen kinerja, hingga digitalisasi proses SDM.	Peningkatan tingkat kematangan pengelolaan SDM yang lebih baik di IFG dan Anak Perusahaan. Dengan maturity level yang meningkat, BUMN diharapkan mampu menciptakan SDM yang unggul, kompetitif, dan adaptif terhadap perubahan. Selain itu, sinergi antar-BUMN dalam pengelolaan SDM akan semakin erat, mendukung pencapaian tujuan besar transformasi <i>human capital</i> di tingkat nasional.	Untuk memperoleh peningkatan skor <i>Human Capital Management Maturity</i> (HCMA), IFG perlu menjalani penilaian ulang oleh BP BUMN sebagai pihak eksternal. Sebagai indikator, IFG secara proaktif telah melakukan pengukuran internal tingkat kematangan (<i>maturity level</i>) HC pada masing-masing Anggota Holding dalam rangka penyusunan roadmap SDM berbasis 8 (delapan) pilar SDM, yaitu <i>HR system and administration, industrial relationship management, compensation and benefit, recruitment management, people development, performance management, career and talent management, serta organization development</i>. Berdasarkan hasil pengukuran tersebut, rata-rata skor keseluruhan perusahaan berada pada angka 2,52 dari skala 5, yang menunjukkan bahwa secara konsolidasi HC Maturity IFG berada pada level berkembang (<i>developing</i>). Capaian ini mencerminkan bahwa fondasi tata kelola SDM telah terbentuk, namun masih terdapat ruang yang signifikan untuk peningkatan dan penguatan sistem secara terintegrasi. Untuk meningkatkan level kematangan tersebut, diperlukan penyesuaian kebijakan SDM secara menyeluruh dari Holding hingga Anggota Holding. Penyesuaian ini perlu diikuti dengan implementasi kebijakan yang konsisten, penguatan tata kelola, serta integrasi ke dalam HRIS agar proses dan praktik SDM berjalan lebih terstandar, terukur, dan berkelanjutan. Secara strategis, penguatan HCMA ini menjadi bagian penting dalam mendukung agenda transformasi IFG, meningkatkan efektivitas pengelolaan talenta, serta memastikan kesiapan organisasi dalam menghadapi dinamika bisnis dan tuntutan tata kelola yang semakin kompleks.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Enhancement of Human Capital Management Maturity Level at IFG and Subsidiaries Based on the BUMN HC Architecture	Strategic initiatives designed to align human capital management at IFG and Subsidiaries with the standards set out in the BUMN Human Capital Architecture. This program focuses on strengthening key aspects of human capital management, ranging from workforce planning, talent management, career development, performance management, to human capital digitalization.	Improvement in the maturity level of human capital management at IFG and Subsidiaries. With an increased maturity level, SOEs are expected to be able to develop human capital that is highly capable, competitive, and adaptive to change. In addition, stronger synergy among SOEs in human capital management is expected to support the achievement of the broader objectives of human capital transformation at the national level.	To achieve an improved Human Capital Management Maturity (HCMA) score, IFG needs to undergo a reassessment by BP BUMN as an external party. As an indicator, IFG has proactively conducted an internal measurement of the Human Capital (HC) maturity level of each Holding Member as part of the preparation of a human capital roadmap based on 8 (eight) HC pillars, namely HR System and Administration, Industrial Relationship Management, Compensation and Benefit, Recruitment Management, People Development, Performance Management, Career and Talent Management, and Organization Development. Based on the measurement results, the Company's overall average score stood at 2.52 on a scale of 5, indicating that, on a consolidated basis, IFG's HC Maturity was at the developing level. This achievement indicates that the foundation for human capital governance has been established, although significant room remains for the integrated enhancement and strengthening of the system. To improve this maturity level, comprehensive alignment of human capital policies is required from the Holding through to Holding Members. This alignment needs to be followed by consistent policy implementation, strengthened governance, and integration into HRIS to ensure that human capital processes and practices are more standardized, measurable, and sustainable. Strategically, strengthening HCMA represents an important part of supporting IFG's transformation agenda, enhancing the effectiveness of talent management, and ensuring organizational readiness in navigating increasingly complex business dynamics and governance requirements.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
41	Kajian Efektivitas Pengelolaan SDM IFG dan Anak Perusahaan Assessment of the Effectiveness of Human Capital Management at IFG and Subsidiaries	Program kerja strategis yang bertujuan untuk mengevaluasi sejauh mana pengelolaan Sumber Daya Manusia (SDM) di lingkungan IFG dan perusahaan afiliasinya telah berjalan secara efektif dan selaras dengan tujuan bisnis. Program ini mencakup analisis menyeluruh terhadap kebijakan, sistem, dan praktik SDM sesuai Arsitektur BUMN A strategic work program aimed at evaluating the extent to which human capital (HC) management within IFG and its Affiliated Companies has been implemented effectively and aligned with business objectives. The program includes a comprehensive analysis of human capital policies, systems, and practices in accordance with the BUMN HC Architecture.	Terciptanya peningkatan kualitas pengelolaan SDM di seluruh entitas IFG, tercapainya keselarasan strategi SDM dengan visi bisnis perusahaan, peningkatan produktivitas karyawan, serta terbentuknya sinergi yang kuat antara IFG dan perusahaan afiliasinya dalam memanfaatkan potensi SDM secara optimal untuk mendukung keberlanjutan organisasi. Improved quality of human capital management across all IFG entities, alignment of the human capital strategy with the Company's business vision, increased employee productivity, and stronger synergy between IFG and its Affiliated Companies in optimally leveraging human capital potential to support organizational sustainability.	Dalam rangka memperkuat tata kelola SDM dan memastikan efektivitas pengelolaan SDM di lingkungan grup IFG, telah dikembangkan alat ukur yang disebut <i>Organizational Health Index</i> (OHI). Alat ukur ini dirancang sebagai instrumen untuk menilai tingkat kesehatan organisasi, baik pada level <i>Holding</i> maupun Anggota <i>Holding</i>, sehingga dapat menjadi dasar dalam penyusunan strategi pengelolaan SDM yang berkelanjutan dan selaras dengan tujuan bisnis perusahaan. Untuk mengukur efektivitas pengelolaan SDM, sampai dengan akhir tahun 2025, IFG telah melakukan beberapa hal sebagai berikut: 1. Mengukur OHI pada tingkat <i>Holding</i> untuk memperoleh gambaran awal kondisi kesehatan organisasi secara menyeluruh. Hasil pengukuran tersebut saat ini sedang dalam proses persetujuan oleh pejabat berwenang. 2. Menyusun kebijakan terkait tata cara penggunaan alat ukur OHI tersebut untuk kemudian disosialisasikan ke seluruh Anggota <i>Holding</i> dalam rangka memastikan keseragaman dan kesinambungan penerapan alat ukur di seluruh entitas grup IFG. To strengthen human capital governance and ensure the effectiveness of human capital management across the IFG Group, a measurement tool known as the <i>Organizational Health Index</i> (OHI) has been developed. This measurement tool is designed as an instrument to assess organizational health at both the Holding and Holding Member levels, thereby serving as a basis for developing sustainable human capital management strategies that are aligned with the Company's business objectives. To measure the effectiveness of human capital management, as of the end of 2025, IFG had undertaken the following: 1. Measured the OHI at the Holding level to obtain an initial overview of the overall organizational health. The measurement results are currently in the process of obtaining approval from the authorized official. 2. Developed a policy governing the procedures for using the OHI measurement tool, which will subsequently be disseminated to all Holding Members to ensure consistent and continuous implementation of the measurement tool across all entities within the IFG Group.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
42	Pemutakhiran kamus kompetensi teknis sesuai dengan RJPP IFG 2025 – 2029 Update of the Technical Competency Dictionary in Line with IFG's 2025–2029 Long-Term Corporate Plan (RJPP)	Program strategis untuk menyelaraskan kamus kompetensi yang digunakan perusahaan dengan arah strategis yang telah ditetapkan dalam Rencana Jangka Panjang Perusahaan (RJPP) IFG 2025–2029 yang mencakup peninjauan dan revisi kompetensi teknis yang relevan dengan kebutuhan bisnis di masa depan. A strategic program to align the competency dictionary used by the Company with the strategic direction established in IFG's 2025–2029 Long-Term Corporate Plan (RJPP), including the review and revision of technical competencies relevant to future business needs.	Terciptanya keselarasan kompetensi karyawan dengan kebutuhan strategis perusahaan, sehingga mendukung pencapaian target yang telah ditetapkan dalam RJPP. Kompetensi yang diperbarui akan menjadi dasar bagi pengelolaan SDM yang lebih terarah, mulai dari rekrutmen hingga pengembangan karier dan evaluasi kinerja, sehingga mendorong peningkatan produktivitas, kualitas kerja, dan kesiapan organisasi dalam menghadapi tantangan bisnis. Selain itu, program ini memperkuat transformasi IFG menjadi organisasi yang adaptif, inovatif, dan mampu bersaing di tingkat nasional maupun global dengan sumber daya manusia yang unggul dan berdaya saing tinggi. Alignment of employee competencies with the Company's strategic needs to support the achievement of the targets established in the RJPP. The updated competencies will serve as the basis for more focused human capital management, from recruitment to career development and performance evaluation, thereby driving improvements in productivity, work quality, and organizational readiness to address business challenges. In addition, this program strengthens IFG's transformation into an adaptive and innovative organization capable of competing at both the national and global levels, supported by highly capable and competitive human capital.	IFG Penyusunan profiling kompetensi teknis IFG dengan mempertimbangkan arahan strategis utama, yaitu RJPP, INDI 4.0, dan Program Strategis DAM sehingga output yang dihasilkan sesuai dengan standar kompetensi yang relevan untuk mendukung pencapaian target kinerja dan keberlanjutan organisasi di lingkungan grup IFG. IFG developed its technical competency profiles by taking into account key strategic directions, namely the RJPP, INDI 4.0, and DAM Strategic Program, to ensure that the resulting output is aligned with relevant competency standards to support the achievement of performance targets and organizational sustainability across the IFG Group.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
43	Peningkatan kompetensi karyawan IFG	Penyelenggaraan program pengembangan karyawan yang berfokus pada digitalisasi.	Peningkatan kompetensi karyawan setelah mengikuti program pengembangan minimal sebesar 30%.	1. Penyusunan dan Implementasi Kurikulum <i>Digital Capabilities</i>. Pada tahun 2025, telah disusun dan disahkan kurikulum <i>Digital Capability</i> dengan 3 level penguasaan yaitu <i>Fundamental</i>, <i>Practitioner</i> serta <i>Mastery</i>. Kurikulum dimaksud telah diimplementasikan dalam bentuk penyelenggaraan program pembelajaran dengan pembagian: <i>Fundamental</i>, diselenggarakan bagi seluruh Karyawan dengan metode <i>digital learning</i> melalui LMS IFG. <i>Practitioner</i>, diselenggarakan bagi karyawan bidang bisnis melalui metode <i>in-class learning</i> <i>Mastery</i>, diselenggarakan bagi karyawan bidang bisnis melalui metode <i>in-class learning</i> 2. Pelaksanaan program pembelajaran teknis Pada tahun 2025, pelaksanaan program pembelajaran adalah sebagai berikut: - Pelatihan - Pelatihan TNA Universitas, telah terlaksana sebanyak 37 dari 39 pelatihan (95%) - Pelatihan TNA Akademi, telah terlaksana sebanyak 35 dari 35 pelatihan (100%) - Pelatihan Non-TNA Universitas, telah terlaksana sebanyak 4 pelatihan - Pelatihan Non-TNA Akademi, telah terlaksana sebanyak 37 pelatihan - Non-Pelatihan Akademi, telah terlaksana sebanyak 5 kegiatan. - Sertifikasi - Sertifikasi TNA Universitas, telah terlaksana sebanyak 13 dari 15 sertifikasi (87%) - Sertifikasi TNA Akademi, telah terlaksana sebanyak 17 dari 25 sertifikasi (68%) - Sertifikasi Non-TNA Akademi, telah terlaksana sebanyak 10 sertifikasi. Berdasarkan hasil evaluasi, secara umum terdapat peningkatan kompetensi peserta program yang diukur melalui evaluasi level 2, yaitu sebesar 38%.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
				1. Development and Implementation of the Digital Capabilities Curriculum In 2025, the Digital Capability curriculum was developed and approved with 3 (three) proficiency levels, namely Fundamental, Practitioner, and Mastery. The curriculum was implemented through learning programs as follows: a. Fundamental, provided to all employees through digital learning via IFG's LMS. b. Practitioner, provided to employees in business functions through in-class learning. c. Mastery, provided to employees in business functions through in-class learning. 2. Implementation of Technical Learning Programs In 2025, the learning programs were implemented as follows: a. Training i) TNA University Training: 37 out of 39 training programs were completed (95%). ii) TNA Academy Training: 35 out of 35 training programs were completed (100%). iii) Non-TNA University Training: 4 training programs were completed. iv) Non-TNA Academy Training: 37 training programs were completed. v) Academy Non-Training Activities: 5 activities were completed. b. Certification i) TNA University Certification: 13 out of 15 certifications were completed (87%). ii) TNA Academy Certification: 17 out of 25 certifications were completed (68%). iii) Non-TNA Academy Certification: 10 certifications were completed. Based on the evaluation results, participants generally recorded a 38% improvement in competency, as measured through a Level 2 evaluation.
	Enhancement of IFG Employee Competencies	Implementation of employee development programs focusing on digitalization.	Improvement in employee competencies by at least 30% after participating in the development program.	

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
44	Talent Mobility BOD – 1 sampai dengan BOD – 4 Talent Mobility for BOD-1 to BOD-4 Levels	Program strategis yang bertujuan untuk mengembangkan dan memaksimalkan potensi talenta di level manajerial (BOD-1 hingga BOD4) melalui rotasi, promosi, atau penugasan lintas fungsi, unit kerja, atau perusahaan dalam grup. Program ini dirancang untuk menciptakan pemimpin yang adaptif, berdaya saing, dan memiliki pemahaman mendalam terhadap berbagai aspek bisnis perusahaan. <i>Talent Mobility</i> tidak hanya mendorong pengayaan pengalaman kerja, tetapi juga memperkuat <i>pipeline</i> kepemimpinan yang siap menghadapi tantangan strategis perusahaan, sekaligus memastikan keberlangsungan dan keberlanjutan kepemimpinan di seluruh entitas IFG. A strategic program aimed at developing and maximizing the potential of talent at managerial levels (BOD-1 to BOD-4) through rotations, promotions, or cross-functional, cross-unit, or cross-company assignments within the Group. The program is designed to develop adaptive and competitive leaders with an in-depth understanding of various aspects of the Company's business. Talent Mobility not only promotes the enrichment of work experience, but also strengthens the leadership pipeline to address the Company's strategic challenges, while ensuring leadership continuity and sustainability across all IFG entities.	Program <i>Talent Mobility</i> BOD-1 sampai dengan BOD – 4 menghasilkan pemimpin yang lebih kompeten, memiliki wawasan bisnis yang luas, serta mampu berpikir strategis dalam mengambil keputusan. Rotasi dan penugasan lintas fungsi atau unit memungkinkan pengayaan pengalaman kerja yang memperkuat kemampuan kepemimpinan talenta, sekaligus membangun sinergi yang lebih baik antarunit kerja. <i>Outcomes</i> lainnya adalah terciptanya <i>pipeline</i> kepemimpinan yang berkelanjutan, peningkatan kolaborasi dan integrasi antarperusahaan dalam grup IFG, serta terwujudnya budaya kerja yang adaptif dan inovatif untuk mendukung transformasi organisasi secara keseluruhan. The BOD-1 to BOD-4 Talent Mobility Program develops more competent leaders with broad business insights and the ability to think strategically in decision-making. Cross-functional or cross-unit rotations and assignments provide enriched work experience that strengthens talent leadership capabilities while fostering greater synergy among work units. Other outcomes include the establishment of a sustainable leadership pipeline, enhanced collaboration and integration among companies within the IFG Group, and the development of an adaptive and innovative work culture to support the overall organizational transformation.	<i>Talent mobility</i> yang dilakukan oleh IFG dirancang untuk menciptakan pemimpin yang adaptif, berdaya saing, dan memiliki pemahaman mendalam terhadap berbagai aspek bisnis perusahaan. <i>Talent mobility</i> tidak hanya mendorong pengayaan pengalaman kerja, tetapi juga memperkuat <i>pipeline</i> kepemimpinan yang siap menghadapi tantangan strategis perusahaan sekaligus memastikan keberlangsungan dan keberlanjutan kepemimpinan di seluruh entitas IFG. Selama tahun 2025, IFG dan Anggota Holding telah melakukan pengembangan karier karyawan melalui mekanisme <i>talent mobility</i>, baik dilakukan secara internal grup IFG, lintas BUMN, ataupun ke instansi pemerintah lainnya. <i>Total talent mobility</i> yang dilakukan selama 2025 adalah sebanyak 82 orang Talent Mobility implemented by IFG is designed to develop adaptive and competitive leaders with an in-depth understanding of various aspects of the Company's business. Talent Mobility not only promotes the enrichment of work experience, but also strengthens the leadership pipeline to address the Company's strategic challenges while ensuring leadership continuity and sustainability across all IFG entities. Throughout 2025, IFG and Holding Members supported employees' career development through the Talent Mobility mechanism, whether internally within the IFG Group, across SOEs, or through assignments to other government institutions. A total of 82 employees participated in Talent Mobility during 2025.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
45	Implementasi Employee Well-being program	Program kesejahteraan insan IFG secara menyeluruh yang meliputi aspek fisik, aspek mental, aspek sosial dan aspek finansial karyawan yang meliputi: 1. <i>Health</i>: Pemeriksaan kesehatan fisik dan mental secara rutin, optimalisasi <i>Employee Assistance Program</i> 2. <i>Good Work: Healthy lifestyle activity</i>, penerapan <i>one day on time</i> dan WFH/WFO dengan mempertimbangkan maturitas karyawan 3. <i>Personal Growth: Implementasi Positive Feedback Safe Social Environment</i>: Implementasi Daycare IFG	Meningkatkan kesejahteraan fisik, mental, sosial dan finansial karyawan melalui berbagai inisiatif dan kegiatan yang mendukung kesehatan dan kebahagiaan karyawan di tempat kerja.	Sesuai dengan arahan Kementerian BUMN melalui Surat Menteri BUMN Nomor S-184/MBU/DSI/04/2024 perihal Penyampaian Pedoman Penyediaan <i>Day Care</i> di Lingkungan Grup BUMN, IFG telah melaksanakan program fasilitas penggantian biaya <i>day care</i> sejak awal triwulan IV 2024. Adapun, sepanjang tahun 2025, sejumlah karyawan IFG telah memanfaatkan fasilitas penggantian biaya <i>day care</i> totalnya adalah 96 karyawan Aspek Mental Dari aspek mental, selama tahun 2025, IFG telah melakukan hal-hal berikut: 1. Memberikan asuransi kesehatan mental karyawan melalui aplikasi <i>ONE by IFG</i> sehingga karyawan dapat mengakses secara daring dengan fitur Chat konsultasi dengan dokter. 2. IFG <i>Appreciation Day</i>, yaitu sebuah acara untuk memberikan penghargaan kepada karyawan terbaik. 3. <i>Fun Collaboration Corner</i>, yaitu sebuah tempat khusus untuk karyawan dapat mengistirahatkan pikiran melalui beberapa permainan. Aspek Finansial Sebagai bagian dari implementasi <i>employee well-being</i> pada aspek finansial, IFG menghadirkan program yang mendorong literasi dan ketahanan finansial karyawan, sebagai berikut: 1. Komunitas - <i>The Investor Club</i> Komunitas di IFG yang memberikan pengetahuan dalam pengelolaan investasi bersama pembicara yang ahli di bidangnya. 2. Pelaksanaan Webinar terkait perencanaan keuangan. Aspek Sosial Sebagai bagian dari implementasi <i>employee well-being</i> pada aspek sosial, IFG membangun ekosistem kerja yang mendorong interaksi positif, kolaborasi, dan keseimbangan kehidupan kerja melalui berbagai komunitas dan kegiatan bersama, antara lain: 1. Komunitas olahraga, seperti tenis, padel, futsal, basket, dan lain-lain. 2. Komunitas seni. 3. Komunitas Srikandi & Komunitas Milenial.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Implementation of the Employee Well-Being Program	A comprehensive well-being program for IFG Personnel covering employees' physical, mental, social, and financial well-being, comprising: 1. Health: Regular physical and mental health examinations and optimization of the Employee Assistance Program. 2. Good Work: Healthy lifestyle activities, implementation of One Day On Time, and WFH/WFO arrangements taking into account employee maturity. 3. Personal Growth: Implementation of Positive Feedback. Safe Social Environment: Implementation of IFG Daycare.	Improved employees' physical, mental, social, and financial well-being through various initiatives and activities that support employee health and happiness in the workplace.	In accordance with the direction of the Ministry of SOEs through Letter of the Minister of SOEs No. S-184/MBU/DSI/04/2024 regarding the Guidelines for the Provision of Daycare within the SOE Group, IFG has implemented a daycare expense reimbursement facility since the beginning of the fourth quarter of 2024. Throughout 2025, a total of 96 IFG employees utilized the daycare expense reimbursement facility. Mental Aspect In terms of mental well-being, throughout 2025, IFG undertook the following: 1. Provided employees with mental health insurance through the ONE by IFG application, enabling employees to access online services featuring chat consultations with doctors. 2. Held IFG Appreciation Day, an event to recognize outstanding employees. 3. Provided the Fun Collaboration Corner, a dedicated space where employees can take a mental break through various games. Financial Aspect As part of the implementation of employee well-being in the financial aspect, IFG introduced programs aimed at promoting employees' financial literacy and resilience, as follows: 1. The Investor Club Community, an IFG community that provides knowledge on investment management through sessions with expert speakers. 2. Webinars on financial planning. Social Aspect As part of the implementation of employee well-being in the social aspect, IFG has developed a workplace ecosystem that promotes positive interactions, collaboration, and work-life balance through various communities and joint activities, including: 1. sports communities, such as tennis, padel, futsal, basketball, and others; 2. arts communities; and 3. the Srikandi Community and Millennial Community.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
46	Kajian Respon IFG terhadap <i>Roadmap</i> Lembaga Penjamin OJK 2023-2027 (Penjaminan dan <i>Re-Guarantee</i>)	Pengembangan <i>roadmap</i> untuk bisnis <i>guarantee & reguarantee</i> di Indonesia dan untuk IFG ke depannya dan mengkaji perusahaan lainnya di <i>Holding</i> .	Memiliki kajian komprehensif yang dibuat secara independen mengenai struktur penjaminan dalam ekosistem IFG, dan juga memiliki <i>feasibility study</i> untuk membuat perusahaan <i>reguarantee</i> .	1. Penyusunan untuk respons POJK 36 tahun 2024 dan <i>Roadmap</i> Penjaminan OJK dari sisi <i>Holding</i> untuk grup IFG (Askrindo dan Jamkrindo) 2. Rapat awal Kajian <i>Roadmap</i> Penjaminan internal <i>Holding</i> IFG dengan Wadirut IFG & Tim Taskforce Kajian <i>Roadmap</i> 3. Rapat finalisasi kajian <i>Roadmap</i> Penjaminan internal <i>Holding</i> IFG dengan Wadirut IFG, Direktur Keuangan & Direktur Teknik merangkap Plt. Direktur Bisnis IFG dan Tim Taskforce Kajian <i>Roadmap</i> Penjaminan OJK 4. Rapat Direksi Kajian Penataan & Penguatan <i>focus</i> bisnis Penjaminan IFG dengan adanya POJK 36 tahun 2024 & <i>Roadmap</i> Penjaminan OJK 5. Telah dilakukan paparan kajian dan penyampaian dokumen kajian via surat terkait konsolidasi (<i>streamlining</i>) di dalam ekosistem IFG kepada Danantara (175/DUMDUM/ B/BPUI/ VII/20 25 - 18 Juli 2025), yang termasuk di dalamnya adalah kajian <i>Holding</i> untuk dampak <i>Roadmap</i> Penjaminan & POJK 36/2024 6. IFG sudah menyurati OJK perihal permohonan dispensasi UUP di Askrindo, karena IFG memiliki skema konsolidasi (selaras dengan aspirasi Danantara) dengan objektif pemurnian yang akan lebih cepat dibanding tenggat waktu <i>spin-off</i> OJK di 2030 (216/DUMDST/B/BPUI/VIII/2025-21 Agu 25 & 268/DUMDUM/B/BPUI/X/2025-8 Okt 25) 7. Danantara telah merespons kajian <i>Streamlining</i> IFG agar ditindaklanjuti selaras dengan aspirasi Danantara untuk <i>Streamlining</i> BUMN Asuransi & Penjaminan di dalam ekosistem Danantara (surat SR.120/DIDAM/DO/2025 – 19 September 2025) selaras dengan aspirasi Danantara untuk <i>Streamlining</i> BUMN Asuransi&Penjaminan di dalam ekosistem Danantara (surat SR.120/DIDAM/DO/2025 – 19 September 2025) 8. OJK juga sudah melaksanakan RDP terkait RSE OJK UUP turunan POJK 36/20204 (19 September 25), dan disampaikan oleh Manajemen IFG bahwa Askrindo tidak melalui bentuk UUP untuk pemurnian Penjaminan, melainkan melalui skema transfer (konsolidasi/<i>streamlining</i>) internal ekosistem IFG 9. OJK, IFG, Askrindo telah melakukan audiensi dan berkorespondensi melalui risalah rapat tanggal 22 Desember 2025 dan, sesuai arahan OJK, IFG sebagai pemegang saham Askrindo telah mengirimkan surat permohonan dispensasi pembentukan UUP Askrindo kepada OJK pada 23 Desember 2025 melalui Surat No. 360/DUMDPI/S/BPUI/XII/2025 perihal Dukungan atas Permohonan PT Asuransi Kredit Indonesia untuk Tidak Membentuk Unit Usaha Penjaminan 10. IFG menunggu dokumen resmi dari OJK perihal permohonan dispensasi

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	Assessment of IFG's Response to the OJK 2023–2027 Guarantee Institution Roadmap (Guarantee and Re-Guarantee)	Development of a roadmap for the guarantee and re-guarantee business in Indonesia and for IFG going forward, as well as an assessment of other companies within the Holding.	An independently prepared comprehensive assessment of the guarantee structure within the IFG ecosystem, as well as a feasibility study on the establishment of a re-guarantee company.	1. Preparation of IFG Holding's response to OJK Regulation No. 36 of 2024 and the OJK Guarantee Roadmap for the IFG Group (Askrindo and Jamkrindo). 2. Initial internal IFG Holding meeting on the Guarantee Roadmap Assessment with the Deputy President Director of IFG and the Roadmap Assessment Task Force Team. 3. Finalization meeting on the internal IFG Holding Guarantee Roadmap Assessment with the Deputy President Director of IFG, Finance Director, Technical Director concurrently serving as Acting Business Director of IFG, and the OJK Guarantee Roadmap Assessment Task Force Team. 4. Board of Directors meeting on the assessment of the restructuring and strengthening of IFG's guarantee business focus in response to OJK Regulation No. 36 of 2024 and the OJK Guarantee Roadmap. 5. The assessment was presented and the assessment document concerning consolidation (streamlining) within the IFG ecosystem was submitted to Danantara through Letter No. 175/DUMDUM/B/BPUI/VII/2025 dated July 18, 2025. The document included the Holding's assessment of the impact of the Guarantee Roadmap and OJK Regulation No. 36/2024. 6. IFG submitted letters to OJK requesting a dispensation from the requirement to establish a Guarantee Business Unit (UUP) at Askrindo, as IFG has a consolidation scheme (aligned with Danantara's aspirations) aimed at achieving business focus refinement more quickly than OJK's 2030 spin-off deadline (Letters No. 216/DUMDST/B/BPUI/VIII/2025 dated August 21, 2025 and No. 268/DUMDUM/B/BPUI/X/2025 dated October 8, 2025). 7. Danantara responded to IFG's streamlining assessment, requesting that it be followed up in line with Danantara's aspirations for the streamlining of SOE Insurance and Guarantee companies within the Danantara ecosystem (Letter No. SR.120/DIDAM/DO/2025 dated September 19, 2025).

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
				- OJK also held a Hearing (RDP) regarding the OJK Draft Circular Letter (RSE) on Guarantee Business Units (UUP), as a derivative regulation of OJK Regulation No. 36/2024, on September 19, 2025. IFG Management conveyed that Askrindo would not establish a UUP as the mechanism for refining its guarantee business focus, but would instead use a transfer scheme (internal consolidation/streamlining) within the IFG ecosystem. - OJK, IFG, and Askrindo held an audience and corresponded through the minutes of meeting dated December 22, 2025. In accordance with OJK's direction, IFG, as Askrindo's shareholder, submitted a letter to OJK on December 23, 2025 requesting a dispensation from the requirement for Askrindo to establish a Guarantee Business Unit (UUP), through Letter No. 360/DUMDPI/S/BPUI/XII/2025 regarding Support for PT Asuransi Kredit Indonesia's Request Not to Establish a Guarantee Business Unit. - IFG is awaiting an official document from OJK regarding the dispensation request.
47	Optimalisasi Bisnis Syariah IFG Group Optimization of IFG Group's Sharia Business	Optimalisasi portofolio dan struktur organisasi dalam IFG, dengan menyelaraskan kebutuhan regulasi dan meningkatkan efisiensi operasional secara keseluruhan. Optimization of the portfolio and organizational structure within IFG by aligning regulatory requirements and improving overall operational efficiency.	- Terdapatnya kajian komprehensif dalam rangka optimalisasi bisnis asuransi umum syariah di ekosistem IFG - Terinisiasinya penciptaan entitas yang bergerak di lini asuransi jiwa syariah - A comprehensive assessment for optimizing the sharia general insurance business within the IFG ecosystem. - Initiation of the establishment of an entity operating in the sharia life insurance business.	- Telah dilakukan uji tuntas/<i>due diligence</i> dan valuasi terhadap Jasindo Syariah dan UUS JRP pada 10 Oktober 2025 - JRP telah melakukan RUPS terhadap persetujuan pengkinian RKPUS dalam skema transfer portofolio syariah pada tanggal 18 November 2025 - OJK telah menyetujui RKPUS JRP Transfer Portofolio pada tanggal 8 Desember 2025 - CSPA telah dilakukan antara Jasindo dan IFG terkait perpindahan kepemilikan saham Jasindo Syariah tanggal 12 Desember 2025 - Due diligence and valuation of Jasindo Syariah and JRP's Sharia Business Unit (UUS) were conducted on October 10, 2025. - JRP held a General Meeting of Shareholders (GMS) on November 18, 2025 to approve the update to the RKPUS under the sharia portfolio transfer scheme. - OJK approved JRP's RKPUS for the Portfolio Transfer on December 8, 2025. - A CSPA was executed between Jasindo and IFG on December 12, 2025 in relation to the transfer of ownership of shares in Jasindo Syariah.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
48	Optimalisasi kepemilikan Nasre Optimization of Ownership in Nasre	Kajian kepemilikan Nasre, termasuk opsi konsolidasi dengan perusahaan reasuransi di ekosistem BUMN untuk menciptakan daya saing dan optimalisasi operasi. Assessment of Nasre's ownership structure, including the option of consolidation with reinsurance companies within the SOE ecosystem to enhance competitiveness and optimize operations.	Kajian dan implementasi hasil kajian terkait opsi-opsi kepemilikan Nasre Assessment and implementation of the assessment results regarding Nasre's ownership options.	1. Kajian keberlanjutan bisnis Nasre telah disampaikan dan dipaparkan kepada Direksi 2. Mendiskusikan tindak lanjut Nasre dengan OJK 3. Menyampaikan kondisi Nasre kepada Danantara untuk memperoleh arahan lebih lanjut 1. The assessment of Nasre's business sustainability was submitted and presented to the Board of Directors. 2. Follow-up actions regarding Nasre were discussed with OJK. 3. Nasre's condition was presented to Danantara to obtain further direction.
49	Transformasi TJSL untuk memastikan pencapaian tujuan, menjaga transparansi dan akuntabilitas, optimalisasi alokasi sumber daya, serta sinkronisasi dengan TPB TJSL Transformation to Ensure the Achievement of Objectives, Maintain Transparency and Accountability, Optimize Resource Allocation, and Ensure Alignment with the SDGs	Transformasi TJSL meliputi fokus pada dampak, peningkatan tata kelola, pemanfaatan teknologi informasi, kolaborasi pada bidang prioritas dan peningkatan pelibatan karyawan berdasarkan surat Deputi SDM dan TI Nomor S-138/DSI.MBU/10/2024 TJSL transformation encompasses a focus on impact, strengthened governance, the utilization of information technology, collaboration in priority areas, and increased employee engagement, based on Letter of the Deputy for Human Capital and Information Technology No. S-138/DSI.MBU/10/2024.	1. Pencapaian KPI Program TJSL BUMN Tahun 2025 IFG (<i>Holding only</i>) 2. Pencapaian KPI Program TJSL BUMN Tahun 2025 Anggota <i>Holding</i> 1. Achievement of IFG's 2025 SOE TJSL Program KPIs (<i>Holding only</i>). 2. Achievement of the 2025 SOE TJSL Program KPIs of Holding Members.	Pencapaian KPI TJSL 9S-138 Tahun 2025 Grup IFG Pencapaian KPI TJSL 9S-138 Tahun 2025 Grup IFG IFG 100% JASA RAHARJA 95% JAMKRINDO 100% ASKRINDO 100% JASINDO 100% 1. Pencapaian KPI Program TJSL BUMN Tahun 2025 IFG (<i>Holding only</i>) adalah sebesar 100%. 2. Pencapaian KPI Program TJSL BUMN Tahun 2025 Anggota <i>Holding</i> Rata-rata sebesar 98,75%. 1. IFG achieved 100% of its 2025 SOE TJSL Program KPIs (<i>Holding only</i>). 2. Holding Members achieved an average of 98.75% of their 2025 SOE TJSL Program KPIs.
50	Memperkuat sinergi intra-grup ke afiliasi syariah dan konvensional Strengthening Intra-Group Synergy with Sharia and Conventional Affiliates	Perkuatan <i>investment selection</i> melalui sinergi pengelolaan KPD dengan BTIM untuk mengoptimalkan kinerja investasi: 1. Pendalaman pasar KPD intra grup kepada cuper (JRP, Jamsyar, JPAS, NasRe, Jasindo, Syariah, GNTU, Inhealth). 2. Peningkatan AUM KPD <i>Affiliated Company</i> (Jamkrindo, Askrindo, Jasindo, JR). Strengthening investment selection through synergy in KPD management with BTIM to optimize investment performance: 1. Further development of the intra-group KPD market among cuper (JRP, Jamsyar, JPAS, NasRe, Jasindo, Syariah, GNTU, Inhealth). 2. Increase in KPD AUM of <i>Affiliated Companies</i> (Jamkrindo, Askrindo, Jasindo, JR).	1. Terciptanya sinergi investasi antar grup sehingga terdapat optimalisasi pada hasil dan <i>yield</i> investasi melalui <i>active portfolio management</i>. 2. Peningkatan AUM KPD <i>Affiliated Company</i> dan Cuper IFG di BTIM menjadi ≥Rp30 triliun (ekuivalen prognosa AUM KPD ±30% dari total AUM investasi IFG konsolidasi pada tahun 2025). 1. Creation of investment synergy across the Group to optimize investment returns and yields through active portfolio management. 2. Increase in KPD AUM of <i>Affiliated Companies</i> and IFG Cuper at BTIM to ≥ IDR 30 trillion (equivalent to the projected KPD AUM of approximately 30% of IFG's total consolidated investment AUM in 2025).	Pencapaian KPD BTIM pada tanggal 31 Desember 2025 sebesar 34,62% dari total Aset Investasi IFG Konsolidasi Audited 2025. As of December 31, 2025, BTIM's KPD accounted for 34.62% of IFG's total consolidated investment assets based on the 2025 audited figures.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
51	Penyelarasan Kebijakan ALM <i>Affiliated Company</i> kluster Asuransi dan Penjaminan sesuai Pedstra ALM IFG Alignment of ALM Policies of Affiliated Companies in the Insurance and Guarantee Cluster with IFG's ALM Strategic Guidelines	Kebijakan ALM yang selaras dengan Pedoman Strategi (Pedstra) ALM disahkan sebagai panduan untuk diimplementasi oleh Anak Perusahaan kluster Asuransi dan Penjaminan. ALM policies aligned with the ALM Strategic Guidelines (Pedstra) are approved as guidelines for implementation by Subsidiaries in the Insurance and Guarantee cluster.	Penyelesaian kebijakan ALM di Anak Perusahaan kluster Asuransi dan Penjaminan yang sesuai dengan Pedstra ALM <i>Holding</i> Completion of ALM policies at Subsidiaries in the Insurance and Guarantee cluster in accordance with the Holding's ALM Strategic Guidelines (Pedstra).	Lima entitas Anak Perusahaan Asuransi dan Penjaminan (Askrindo, Jamkrindo, JR, IFG Life, dan Jasindo) telah melakukan penyelarasan Kebijakan ALM yang sesuai dengan Pedstra ALM <i>Holding</i> SK Dir No 49 Tahun 2025. Five Insurance and Guarantee Subsidiaries (Askrindo, Jamkrindo, JR, IFG Life, and Jasindo) have aligned their ALM Policies with the Holding's ALM Strategic Guidelines (Pedstra), as stipulated in Board of Directors Decree No. 49 of 2025.
52	Mengembangkan sistem investasi IFG <i>end to end</i> yang terintegrasi tahap II Development of Phase II of IFG's Integrated End-to-End Investment System	Digitalisasi modul <i>pre-trade</i> proses pengelolaan investasi secara <i>real-time</i> . Digitalization of the pre-trade module for real-time investment management processes.	<i>Go-live end to end sistem</i> investasi terintegrasi di IFG, baik proses <i>pre-trade</i> maupun <i>post-trade</i> , sehingga pemantauan kelas aset investasi dan klasifikasi risiko investasi dapat dibuat dengan lebih granular <i>Go-live</i> of IFG's integrated end-to-end investment system, covering both pre-trade and post-trade processes, enabling more granular monitoring of investment asset classes and investment risk classifications.	Per 31 Desember 2025, telah tercapai <i>milestone</i> sebagai berikut: 1. <i>Go-Live</i> telah dilaksanakan pada Pilot Project pengembangan fase I (PT Jasaraharja) 2. Telah dilakukan penandatangan PKS fase 2 untuk implementasi di 12 entitas Asuransi & Penjaminan lainnya 3. Sehubungan dengan kebutuhan <i>urgent</i> di BTIM, <i>gathering requirement</i> untuk pengembangan lanjutan fase 3 tengah dipersiapkan bersamaan dengan proses pengadaannya. 4. Sehubungan dengan permintaan penambahan entitas yang di implementasi (DPLK IFG Life, Dapen JR), implementasi tersebut akan dimasukkan pada fase III As of December 31, 2025, the following milestones had been achieved: 1. The Go-Live was completed for the Phase I development Pilot Project at PT Jasaraharja. 2. The Phase II Cooperation Agreement was signed for implementation across 12 other Insurance & Guarantee entities. 3. In response to an urgent requirement at BTIM, requirements gathering for further development under Phase III is being prepared concurrently with the procurement process. 4. In response to requests to include additional entities in the implementation (DPLK IFG Life and Dapen JR), their implementation will be incorporated into Phase III.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
53	Melakukan pendampingan optimalisasi aset properti IFG Life (<i>lead</i> di Divisi PPA, Divisi Asuransi Jiwa dan Divisi Keuangan) Assistance in Optimizing IFG Life's Property Assets (Led by the PPA Division, Life Insurance Division, and Finance Division)	Diperlukannya optimalisasi properti IFG Life untuk meningkatkan hasil investasi jangka panjang dan memperkecil <i>negative spread</i> . Optimization of IFG Life's properties is required to increase long-term investment returns and reduce the negative spread.	Terjualnya aset properti investasi dan tercapainya target laba dari penjualan aset. Sale of investment property assets and achievement of the profit target from asset sales.	1. Dari hasil lelang, belum terdapat penjualan yang terealisasi 2. Suasana pasar properti saat ini sedang lesu dan harga aset cukup lebih tinggi dibandingkan dengan harga pasar yang ada di sekitar aset 3. IFG Life dalam proses mengajukan permohonan RUPS terkait alih fungsi dan penjualan aset 4. Telah dilakukan pertemuan dengan Danantara terkait penjualan aset properti kepada Danantara 5. Sampai dengan Desember 2025, telah terjual aset sebesar Rp8,7 miliar. 1. Based on the auction results, no sales have been realized. 2. The property market is currently sluggish, while the asset prices are considerably higher than the prevailing market prices of comparable properties in the surrounding area. 3. IFG Life is in the process of submitting a request for a General Meeting of Shareholders (GMS) regarding the change in use and sale of the assets. 4. A meeting was held with Danantara regarding the sale of the property assets to Danantara. 5. As of December 2025, assets totaling IDR 8.7 billion had been sold.
54	PMO RPK Nasre	Rasio keuangan Nasre berdasarkan hasil audit laporan keuangan tahun 2023 masih berada di bawah yang disyaratkan oleh OJK sehingga diperlukan penyesuaian rencana tindak lanjut dan rencana penyehatan keuangan.	1. Pencapaian rasio solvabilitas sesuai ketentuan OJK (RBC, RKI dan Ekuitas) 2. RBC >120%, RKI >100%, Ekuitas >200M	Dalam rangka upaya perbaikan kondisi keuangan Nasre, IFG telah mengoordinasikan upaya upaya perbaikan dalam bentuk dukungan sebagai berikut: 1. Reviu dan analisis portofolio bisnis serta upaya restrukturisasi dalam mendukung perbaikan kinerja portofolio bisnis; 2. Dukungan rekonsiliasi <i>outstanding</i> klaim dalam ekosistem IFG yang terkait dengan Nasre; 3. Analisis opsi-opsi dan potensi dampak keuangan pada perusahaan dalam ekosistem IFG, dalam rangka tindak lanjut terhadap Nasre; 4. Dukungan arahan skema restrukturisasi dan percepatan pembentukan tim khusus dalam rangka mempercepat reviu dan penyusunan rencana tindak; 5. Koordinasi dengan <i>stakeholder</i> terkait, baik OJK maupun Danantara dalam rangka mendapatkan arahan strategis dan tindak lanjut terkait kondisi Nasre; 6. Koordinasi pelaksanaan audit hukum dengan melibatkan Tim Jamdatun; 7. Dukungan reviu penyusunan dan penyampaian kembali rencana tindak sesuai tenggat waktu yang ditetapkan oleh OJK.

No.	Program Kerja Utama Key Work Program	Deskripsi Description	Output/Outcome Output/Outcome	Pencapaian per 31 Desember 2025 Achievement as of December 31, 2025
	P M O f o r Nasre's Activity Implementation Plan (RPK)	Based on the audit of the 2023 Financial Statements, Nasre's financial ratios remained below the requirements stipulated by OJK, requiring adjustments to the follow-up action plan and financial recovery plan.	1. Achievement of solvency ratios in accordance with OJK requirements (RBC, RKI, and Equity). 2. RBC >120%, RKI >100%, Equity >IDR 200 billion.	As part of efforts to improve Nasre's financial condition, IFG has coordinated various improvement measures by providing the following support: 1. Review and analysis of the business portfolio, as well as restructuring efforts to support improvements in business portfolio performance; 2. Support for the reconciliation of outstanding claims within the IFG ecosystem related to Nasre; 3. Analysis of various options and their potential financial impacts on companies within the IFG ecosystem as part of the follow-up actions concerning Nasre; 4. Support in providing direction on the restructuring scheme and accelerating the establishment of a dedicated team to expedite the review and preparation of an action plan; 5. Coordination with relevant stakeholders, including OJK and Danantara, to obtain strategic direction and determine follow-up actions regarding Nasre's condition; 6. Coordination of the legal audit involving the Deputy Attorney General for Civil and State Administrative Affairs (Jamdatun) Team; and 7. Support for the review, preparation, and resubmission of the action plan in accordance with the deadline stipulated by OJK.

KINERJA IFG TAHUN 2025

Dukungan dari para pemangku kepentingan merupakan faktor penting yang menentukan keberhasilan IFG dalam menjalankan berbagai inisiatif strategis, termasuk pencapaian target RAKP tahun 2025. Oleh karena itu, Perseroan secara berkelanjutan melaksanakan sosialisasi atas berbagai program dan kebijakan strategis yang dijalankan. Kepada pemangku kepentingan internal, sosialisasi dilakukan melalui berbagai media komunikasi dan forum, baik dalam bentuk rapat manajemen yang terjadwal maupun pertemuan insidental lainnya. Upaya tersebut sekaligus mencerminkan komitmen Perseroan dalam menanamkan dan memperkuat budaya keberlanjutan di seluruh lingkungan kerja. Sementara itu, kepada pemangku kepentingan eksternal, seperti pemerintah, regulator, mitra usaha, pemasok, serta pihak-pihak terkait lainnya, sosialisasi dilakukan melalui berbagai kegiatan yang disesuaikan dengan kebutuhan dan kepentingan masing-masing pemangku kepentingan.

Sebagai tindak lanjut dari proses sosialisasi tersebut, manajemen bersama seluruh karyawan berupaya menerapkan berbagai inisiatif dan kebijakan strategis secara konsisten dalam kegiatan operasional perusahaan. Implementasinya dipantau dan dievaluasi secara berkelanjutan guna memastikan seluruh program berjalan

IFG PERFORMANCE IN 2025

Support from stakeholders is an important factor in determining IFG's success in implementing various strategic initiatives, including the achievement of the 2025 RAKP targets. Therefore, the Company continuously disseminates regarding its strategic programs and policies being implement. For internal stakeholders, dissemination is conducted through various communication media and forums, including scheduled management meetings and other incidental meetings. These efforts also reflect the Company's commitment to building and strengthening a culture of sustainability throughout the workplace. Meanwhile, for external stakeholders, such as the government, regulators, business partners, suppliers, and other relevant parties, dissemination is executed through various activities tailored to the needs and interests of each stakeholder.

Following the dissemination process, management and all employees consistently seek to implement various strategic initiatives and policies in the Company's operations. Their implementation is continuously monitored and evaluated to ensure that all programs are conducted as planned and to enable the Company to take appropriate

sesuai rencana serta memungkinkan Perseroan mengambil langkah yang tepat apabila ditemukan deviasi atau kendala dalam pelaksanaannya. Konsistensi pelaksanaan dan komitmen yang kuat tersebut turut mendukung tercapainya kinerja positif IFG pada tahun 2025 sebagaimana disajikan pada tabel berikut: [OK F.2]

measures if any deviations or obstacles are identified during implementation. This consistent effort and strong commitment also supported IFG's positive performance in 2025, as shown in the following table: [OK F.2]

Perbandingan Target dan Realisasi Kinerja Tahun 2025

Comparison of Target and Realization of Performance in 2025

Uraian Description	Satuan Unit	Realisasi 2025 2025 Realization (1)	RKAP 2025 2025 Work Plan & Budget (2)	Pencapaian Realisasi terhadap Target Achievement of Realization against Target (1:2)
Hasil Jasa Asuransi Insurance Service Result	Miliar Rupiah Billion IDR	2.861	3.038	180%
Hasil Kegiatan Penjaminan Guarantee Activity Result	Miliar Rupiah Billion IDR	5.150	3.354	452%
Hasil Investasi Bersih Investment Income- Net	Miliar Rupiah Billion IDR	6.836	5.840	117%
Hasil Keuangan Bersih Net Financial Result	Miliar Rupiah Billion IDR	(2.411)	(2.582)	93%
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year	Miliar Rupiah Billion IDR	5.507	1.312	420%
Jumlah Aset Total Assets	Miliar Rupiah Billion IDR	131.144	139.435	94%
Jumlah Liabilitas Total Liabilities	Miliar Rupiah Billion IDR	90.550	97.740	93%
Jumlah Ekuitas Total Equity	Miliar Rupiah Billion IDR	42.042	42.007	100%

*) Empat akun pertama merupakan implementasi PSAK 117, yang berlaku per 1 Januari 2025. PSAK 117 menggantikan PSAK 104, PSAK 328, dan PSAK 336, serta menggantikan PSAK 62 sebagai standar kontrak asuransi yang sebelumnya berlaku.

*) The first four accounts reflect the implementation of PSAK 117, which came into effect on January 1, 2025. PSAK 117 replaces PSAK 104, PSAK 328, and PSAK 336, as well as PSAK 62 as the previously applicable standard for insurance contracts.

Perbandingan Target dan Realisasi Kinerja Tahun 2024

Comparison of Target and Realization of Performance in 2024

Uraian Description	Satuan Unit	Realisasi 2024 2024 Realization (1)	RKAP 2024 2024 Work Plan & Budget (2)	Pencapaian Realisasi terhadap Target Achievement of Realization against Target (1:2)
Pendapatan <i>Underwriting</i> Bersih Net Underwriting Income	Miliar Rupiah Billion IDR	28.297	29.346	96,43
Beban <i>Underwriting</i> Bersih Net Underwriting Expenses	Miliar Rupiah Billion IDR	26.529	22.625	117,26
Hasil <i>Underwriting</i> Bersih Net Underwriting Result	Miliar Rupiah Billion IDR	1.768	6.623	26,69
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year	Miliar Rupiah Billion IDR	(387)	3.279	-11,80%
Jumlah Aset Total Assets	Miliar Rupiah Billion IDR	132.384	75.739	174,79
Jumlah Liabilitas Total Liabilities	Miliar Rupiah Billion IDR	95.308	6.039	157,94
Jumlah Ekuitas Total Equity	Miliar Rupiah Billion IDR	38.838	69.699	55,72

Perbandingan Target dan Realisasi Kinerja Tahun 2023 Comparison of Target and Realization of Performance in 2023

Uraian Description	Satuan Unit	Realisasi 2023 2023 Realization (1)	RKAP 2023 2023 Work Plan & Budget (2)	Pencapaian Realisasi terhadap Target Achievement of Realization against Target (1:2)
Pendapatan <i>Underwriting</i> Bersih Net Underwriting Income	Miliar Rupiah Billion IDR	28.088	22.912	122,59%
Beban <i>Underwriting</i> Bersih Net Underwriting Expenses	Miliar Rupiah Billion IDR	21.873	15.952	137,12%
Hasil <i>Underwriting</i> Bersih Net Underwriting Result	Miliar Rupiah Billion IDR	6.215	7.074	87,85%
Laba (Rugi) Bersih Tahun Berjalan Net Profit (Loss) for the Year	Miliar Rupiah Billion IDR	2.339	3.706	63,12%
Jumlah Aset Total Assets	Miliar Rupiah Billion IDR	136.196	147.844	92,12%
Jumlah Liabilitas Total Liabilities	Miliar Rupiah Billion IDR	97.982	105.208	93,13%
Jumlah Ekuitas Total Equity	Miliar Rupiah Billion IDR	40.001	42.636	93,82%

Informasi selengkapnya tentang kinerja ekonomi Perseroan disampaikan dalam Bab Analisa dan Pembahasan Manajemen Laporan Tahunan IFG Tahun 2025.

Further information on the Company's economic performance is provided in Management Discussion and Analysis chapter of IFG's 2025 Annual Report.

Sementara itu, perbandingan antara target dan kinerja portofolio, target pembiayaan, atau investasi pada instrumen keuangan atau proyek yang sejalan dengan penerapan Keuangan Berkelanjutan yang dilaksanakan IFG selama tahun 2025 disajikan dalam tabel berikut: [\[OJK F.3\]](#)

Meanwhile, the comparison between the target and performance of the portfolio, financing target, or investment in financial instruments or projects in line with the implementation of Sustainable Finance implemented by IFG during 2025 is presented in the following table: [\[OJK F.3\]](#)

Tabel Target dan Realisasi Investasi pada Proyek Berwawasan Lingkungan/Sesuai Keuangan Berkelanjutan Tahun 2023-2025 (dalam Rupiah)

Table of Target and Realization of Investment in Environmentally Sound Projects/Sustainable Finance in 2023-2025 (in Rupiah)

Tahun Year	Nama Program Program Name	Target	Realisasi Realization
2025	Program TJSL Bidang Prioritas Lingkungan TJSL Program for Environmental Priority Areas	Rp4.000.000.000	Rp4.312.831.487
2024	Program TJSL Bidang Prioritas Lingkungan TJSL Program for Environmental Priority Areas	Rp3.734.000.000	Rp3.948.035.742
2023	Program TJSL Bidang Prioritas Lingkungan TJSL Program for Environmental Priority Areas	Rp1.604.000.000	Rp2.029.524.059

DISTRIBUSI NILAI EKONOMI

Merujuk pencapaian kinerja ekonomi tahun 2025, maka distribusi nilai ekonomi IFG dapat disampaikan secara komprehensif. Distribusi nilai ekonomi terdiri meliputi nilai ekonomi langsung yang dihasilkan, nilai ekonomi yang didistribusikan, dan nilai ekonomi yang ditahan dapat dihitung. Nilai ekonomi langsung yang dihasilkan adalah berbagai pendapatan yang diperoleh dari hasil kegiatan bisnis Perseroan. Sedangkan nilai ekonomi yang didistribusikan merupakan sejumlah pengeluaran yang didistribusikan sebagai bentuk kontribusi Perseroan dalam meningkatkan

ECONOMIC VALUE DISTRIBUTION

Referring to the economic performance achievements of 2025, the distribution of IFG economic value can be presented comprehensively. The distribution of economic value consists of the direct economic value generated, the economic value distributed, and the retained economic value can be calculated. The direct economic value generated is various income obtained from the results of the Company business activities. Meanwhile, the economic value distributed is a number of expenses distributed as a form of the Company contribution in

laju pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan, seperti pembayaran gaji, pajak, dividen, pembayaran untuk pemasok, maupun realisasi dana untuk masyarakat sebagai salah satu bentuk perwujudan Tanggung Jawab Sosial dan Lingkungan (TJSL). Adapun nilai ekonomi yang ditahan adalah selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk pengembangan usaha Perseroan. [GRI 201-1]

increasing the economic growth rate and the welfare of stakeholders, such as payments of salaries, taxes, dividends, payments to suppliers, as well as the realization of funds for the community as a form of implementing Social and Environmental Responsibility (TJSL). As for the retained economic value, it is the difference between the economic value generated minus the economic value distributed, which is used for the Company business development. [GRI 201-1]

Tabel Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan Tahun 2023-2025 (Rp Juta)
Table of Direct Economic Value Generated and Distributed for the Year 2023-2025 (Million IDR)

Uraian Description	2025	2024*
A. Nilai Ekonomi Langsung yang Dihasilkan Direct Economic Value Generated		
Pendapatan Asuransi Insurance Revenue	19.609.355	19.426.661
Jumlah yang Terpulihkan dari Reasuradur Amount Recoverable from Reinsurers for Incurred Claims	1.112.199	1.149.896
Imbal Jasa Penjaminan Guarantee Fee Income	11.111.435	11.599.526
Klaim Penjaminan Ulang Re-Guarantee Claims	74.741	60.905
(Kenaikan) Penurunan Liabilitas Klaim (Increase) Decrease in Claim Liabilities	498.344	1.278.557
Pendapatan Subrogasi – Bersih Subrogation Income - Net	2.928.343	3.393.987
Pendapatan (Beban) Penjaminan Syariah – Bersih Sharia Guarantee Income (Expense) - Net	798.297	685.202
Hasil Investasi – Bersih Investment Income - Net	6.835.538	5.735.860
Pendapatan Keuangan Bersih dari Kontrak Reasuransi Net Finance Income from Reinsurance Contracts	610.617	762.021
Pendapatan Jasa Manajemen Keuangan Financial Management Service Income	410.583	438.122
Pendapatan Pengelolaan Gedung Building Management Income	137.623	115.965
Pendapatan Lain-Lain – Bersih Other Income - Net	29.734	233.750
Jumlah Nilai Ekonomi yang Dihasilkan Total Economic Value Distributed	44.156.809.	44.880.452.
B. Nilai Ekonomi yang Didistribusikan Economic Value Distributed		
Beban Jasa Asuransi Insurance Service Expense	(14.440.765)	(14.273.485)
Alokasi atas Premi Reasuransi yang Dibayar Allocation of Reinsurance Premiums	(3.419.585)	(3.274.833)
Premi Penjaminan Ulang Re-Guarantee Premiums	(270.513)	(385.092)
Beban Klaim Penjaminan – Bruto Gross Guarantee Claim Expenses	(9.826.754)	(13.249.289)
Beban Akuisisi dan Komisi Penjaminan – Bersih Acquisition Cost and Guarantee Commission Expenses – Net	(163.786)	(29.925)
Beban <i>Underwriting</i> Lain-Lain Other Underwriting Expense	(747.991)	(206.898)
Beban Keuangan Bersih dari Kontrak Asuransi Net Finance Expense from Insurance Contract	(3.021.231)	(3.469.281)

Tabel Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan Tahun 2023-2025 (Rp Juta)

Table of Direct Economic Value Generated and Distributed for the Year 2023-2025 (Million IDR)

Uraian Description	2025	2024*
Beban Umum dan Administrasi General and Administrative Expenses	(5.769.536)	(5.937.225)
Beban Keuangan Finance Costs	(312.537)	(405.191)
Beban Pajak Penghasilan Income Tax Expenses	(676.742)	(40.557)
Investasi Masyarakat/Dana TJSL Community Investment/TJSL Fund	(38.461)	(17.774)
Jumlah Ekonomi yang Didistribusikan Total Economic Value Distributed	(38.687.901)	(41.289.550)
C. Nilai Ekonomi yang Ditahan C. Retained Economic Value	5.468.908	3.590.902

*disajikan kembali sebagai implementasi kepatuhan penerapan PSAK 117

*restated as part of the implementation of compliance with PSAK 117

Uraian Description	2023
A. Nilai Ekonomi Langsung yang Dihasilkan Direct Economic Value Generated	
Pendapatan <i>Underwriting</i> Bersih Underwriting income -Net	28.087.504
Hasil Investasi – Bersih Net Investment Income - Net	5.152.111
Pendapatan Jasa Keuangan Financial Service Income	399.557
Pendapatan Hasil Pengelolaan Gedung Building Management Income	149.923
Pendapatan Lain-Lain – Bersih Other Income - Net	929.027
Jumlah Nilai Ekonomi yang Dihasilkan Total of Economic Value Distributed	34.718.122
B. Nilai Ekonomi yang Didistribusikan Economic Value Distributed	
Beban <i>Underwriting</i> – Bersih Underwriting Expenses - Net	(21.872.733)
Beban Umum dan Administrasi General and administrative expenses	(9.500.260)
Beban Keuangan Finance Costs	(397.083)
Beban Pajak Penghasilan Income Tax Expenses	(608.909)
Investasi Masyarakat/Dana TJSL Community Investment/ TJSL fund	(11.636)
Jumlah Ekonomi yang Didistribusikan Economic Value Distributed	(32.390.621)
C. Nilai Ekonomi yang Ditahan Retained Economic Value	2.327.501

PENGUNGKAPAN KERANGKA GOVERNANSI, PENGELOLAAN DAN PENGENDALIAN ASPEK PERPAJAKAN

Kepatuhan terhadap kewajiban perpajakan merupakan salah satu bentuk kontribusi IFG dalam mendukung pembangunan nasional dan perekonomian negara. Sepanjang tahun 2025, Perseroan menjalankan seluruh kewajiban perpajakan sesuai dengan ketentuan yang berlaku, sehingga hingga 31 Desember 2025 tidak terdapat peringatan maupun sanksi signifikan yang diterima terkait aspek perpajakan. [GRI 2-27]

Tanggung jawab pengelolaan perpajakan di IFG berada pada Divisi Akuntansi dan Pelaporan di bawah koordinasi Direktur Keuangan, yang sekaligus berfungsi sebagai badan tata kelola tertinggi dalam menelaah dan menyetujui strategi perpajakan Perseroan. Dalam pelaksanaannya, Perseroan senantiasa menerapkan prinsip kehati-hatian untuk meminimalkan potensi pelanggaran, termasuk menghindari sanksi administrasi berupa denda, bunga, maupun kenaikan pajak, serta sanksi pidana atau kurungan.

Upaya peningkatan pemahaman dan kesadaran perpajakan terus dilakukan sebagai bagian dari penerapan manajemen risiko pajak di lingkungan Perseroan. Untuk mendukung hal tersebut, Divisi Akuntansi dan Pelaporan secara berkala menyelenggarakan sosialisasi pajak kepada *affiliated company*. Pada tahun 2025, kegiatan sosialisasi tersebut dilaksanakan secara daring maupun luring pada 26 Februari 2025 tentang *update* peraturan pajak dan Pengisian SPT Badan dan 6 Agustus 2025 tentang Pemeriksaan Pajak Sesuai PMK 15 Tahun 2025.

Lingkup operasional IFG hingga 31 Desember 2025 masih sepenuhnya berada di wilayah Indonesia sehingga seluruh pelaporan perpajakan Perseroan mengacu pada ketentuan perpajakan nasional yang berlaku. Sebagai bentuk komitmen terhadap kepatuhan regulasi, Perseroan secara konsisten memenuhi kewajiban penyetoran pajak kepada negara. Adapun rincian kontribusi perpajakan yang diberikan selama tahun pelaporan disajikan pada tabel berikut:

DISCLOSURE OF GOVERNANCE, MANAGEMENT AND CONTROL FRAMEWORK FOR TAX ASPECTS

Compliance with tax obligations is one form of IFG's contribution to supporting national development and the country's economy. Throughout 2025, the Company implemented all tax obligations in accordance with applicable regulations, therefore, as of 31 December 2025 there were no warnings or significant sanctions received related to tax aspects. [GRI 2-27]

Responsibility for tax management at IFG lies with the Accounting and Reporting Division under the coordination of the Director of Finance, who also serves as the highest governance body responsible for reviewing and approving the Company's tax strategy. In its implementation, the Company consistently applies the principle of prudence to minimize potential violations, including by avoiding administrative sanctions in the form of fines, interest, or tax increases, as well as criminal sanctions or imprisonment.

Efforts to enhance tax knowledge and awareness are continuously undertaken as part of the implementation of tax risk management within the Company. To support these efforts, the Accounting and Reporting Division periodically conducts tax awareness sessions for affiliated companies. In 2025, these sessions were conducted both online and offline, namely on February 26, 2025, covering updates to tax regulations and the preparation of Corporate Income Tax Returns, and on August 6, 2025, including Tax Audits in Accordance with Minister of Finance Regulation Number 15 of 2025.

IFG's operational scope through December 31, 2025 remained entirely within Indonesia, so all of the Company's tax reporting refers to the applicable national tax regulations. As a form of commitment to regulatory compliance, the Company consistently fulfills its tax remittance obligations to the country. The details of the tax contribution provided during the reporting year are presented in the following table:

Kontribusi untuk Negara (dalam juta Rupiah)
Contribution to the Country (in million IDR)

Jenis Kontribusi Pajak Type of Tax Contribution	2025	2024	2023
Pajak Penghasilan (PPh) Income Tax (PPh)	1.277.091	1.341.036	2.242.797
Pajak Pertambahan Nilai (PPN) & Pajak Penjualan atas Barang Mewah (PPnBM) Value Added Tax (PPN) & Sales Tax on Luxury Goods (PPnBM)	299.263	414.312	1.049.960
Pajak bumi dan bangunan dan pajak lainnya Land and Building Tax and Other Taxes	29.219	46.652	25.405
Total	1.605.573	1.802.000	3.318.162



KINERJA LINGKUNGAN KEBERLANJUTAN

SUSTAINABLE
ENVIRONMENTAL
PERFORMANCE



07



IFG menjaga kelestarian lingkungan melalui kepatuhan regulasi dan penerapan prinsip keberlanjutan dalam penempatan investasi. Operasional kantor juga menerapkan efisiensi sumber daya dan prinsip 3R (reduce, reuse, recycle) untuk meminimalkan dampak lingkungan.

IFG promotes environmental conservation through regulatory compliance and the application of sustainability principles in its investment decisions. Its office operations also prioritize resource efficiency and the 3R principles (reduce, reuse, recycle) to minimize environmental impact.

KINERJA LINGKUNGAN KEBERLANJUTAN

SUSTAINABLE ENVIRONMENTAL PERFORMANCE

Kegiatan usaha pada industri perasuransian dan penjaminan pada hakikatnya tidak menimbulkan dampak langsung terhadap lingkungan hidup. Meski demikian, sebagai bagian dari sektor jasa keuangan non-bank, pelaku usaha di industri ini tetap memegang peranan strategis dalam mendukung pelestarian lingkungan. Salah satu kontribusi nyata tersebut diwujudkan melalui pengelolaan dana investasi yang berada di bawah penguasaannya. Selain memperhatikan prinsip kehati-hatian dan tingkat keuntungan, perusahaan juga perlu memastikan bahwa penempatan investasinya tidak menimbulkan dampak negatif terhadap lingkungan.

Pentingnya keterlibatan industri perasuransian dan penjaminan dalam menjaga keberlanjutan lingkungan secara implisit telah diatur dalam Undang-Undang Republik Indonesia Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. Pada Pasal 43 ayat (3) huruf c tercantum klausul mengenai “pengembangan sistem lembaga keuangan dan pasar modal yang ramah lingkungan hidup.” Berdasarkan regulasi tersebut, yang dimaksud dengan sistem lembaga keuangan ramah lingkungan hidup adalah sistem lembaga keuangan yang menerapkan persyaratan perlindungan dan pengelolaan lingkungan hidup dalam kebijakan pembiayaan serta praktik operasional lembaga keuangan bank maupun non-bank.

Sebagai implementasi lebih lanjut dari ketentuan tersebut, Otoritas Jasa Keuangan menerbitkan Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan atau POJK Keuangan Berkelanjutan. Melalui regulasi ini, perusahaan di industri perasuransian dan penjaminan diwajibkan menerapkan prinsip keuangan berkelanjutan atau *sustainable finance*. Sesuai ketentuannya, perusahaan asuransi wajib mulai menerapkan keuangan berkelanjutan sejak 1 Januari 2020, sedangkan perusahaan penjaminan berlaku mulai 1 Januari 2024.

Seluruh Anggota *Holding* telah menjalankan ketentuan tersebut sesuai regulasi yang berlaku. IFG selaku perusahaan induk BUMN di sektor asuransi, penjaminan, dan investasi memang tidak melaksanakan kegiatan usaha jasa keuangan operasional secara langsung. Namun demikian, Perseroan memiliki peran pengendalian strategis terhadap kelompok usaha jasa keuangan sehingga prinsip keuangan berkelanjutan diterapkan secara terintegrasi pada tingkat grup.

Business activities in the insurance and guarantee industry do not inherently have a direct impact on the environment. Nevertheless, as part of the non-bank financial services sector, industry players continue to play a strategic role in supporting environmental preservation. One tangible contribution is made through the management of investment funds under their control. In addition to observing prudential principles and considering returns, companies must also ensure that their investment placements do not have adverse impacts on the environment.

The importance of the insurance and guarantee industry's involvement in maintaining environmental sustainability is implicitly stipulated in Law of the Republic of Indonesia No. 32 of 2009 concerning Environmental Protection and Management. Article 43 paragraph (3) letter c contains a provision concerning the “development of environmentally sound financial institution and capital market systems.” Under the regulation, an environmentally sound financial institution system refers to a financial institution system that incorporates environmental protection and management requirements into financing policies and the operational practices of both bank and non-bank financial institutions.

As a further implementation of these provisions, the Financial Services Authority (OJK) issued Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance, or the Sustainable Finance Regulation. Under this regulation, companies in the insurance and guarantee industry are required to implement sustainable finance principles. In accordance to the applicable provisions, insurance companies have been required to implement sustainable finance since January 1, 2020, while guarantee companies have been subject to this requirement since January 1, 2024.

All Holding Members have implemented these requirements in accordance with the applicable regulations. As the State-Owned Enterprise (SOE) holding company in the insurance, guarantee, and investment sectors, IFG does not directly engage in operational financial services activities. Nevertheless, the Company has strategic control over its financial services business group, thereby ensuring the integrated implementation of sustainable finance principles across the Group.

ERA BARU LEMBAGA JASA KEUANGAN DAN KEPEDULIAN LINGKUNGAN

Keuangan berkelanjutan sebagaimana dimaksud dalam POJK Keuangan Berkelanjutan merupakan bentuk dukungan menyeluruh dari industri jasa keuangan terhadap pertumbuhan berkelanjutan yang tercipta melalui keselarasan kepentingan ekonomi, sosial, dan lingkungan hidup. Penerapan konsep ini menjadi modal penting dalam mendorong terwujudnya pembangunan berkelanjutan.

OJK menjelaskan bahwa *sustainable finance* memiliki lima dimensi utama yaitu pencapaian keunggulan industri, sosial, dan ekonomi dalam rangka mengurangi ancaman pemanasan global serta mencegah berbagai persoalan lingkungan hidup dan sosial lainnya; pergeseran sasaran menuju ekonomi rendah karbon yang kompetitif; promosi investasi ramah lingkungan di berbagai sektor usaha maupun ekonomi; serta pemberian dukungan terhadap pelaksanaan prinsip pembangunan Indonesia 4P (*pro-growth, pro-jobs, pro-poor, dan pro-environment*).

Pelaksanaan keuangan berkelanjutan oleh industri asuransi dan penjaminan menjadi salah satu bentuk dukungan terhadap komitmen global Indonesia dalam mengatasi perubahan iklim, sebagaimana tertuang dalam Perjanjian Paris. Piagam pengesahan Persetujuan Paris atas Konvensi Kerangka Kerja PBB mengenai Perubahan Iklim diserahkan oleh Wakil Tetap RI pada PBB di New York pada 31 Oktober 2016. Perjanjian Paris merupakan komitmen masyarakat dunia untuk menahan laju kenaikan suhu rata-rata global di bawah 2°C guna mengurangi risiko serta dampak merugikan akibat perubahan iklim. Komitmen Indonesia terhadap perjanjian tersebut diwujudkan melalui penerbitan Undang-Undang Nomor 16 Tahun 2016 tentang Pengesahan Persetujuan Paris.

Penerapan keuangan berkelanjutan juga mencerminkan dukungan perusahaan asuransi dan penjaminan terhadap komitmen Indonesia mencapai *net zero emission* pada tahun 2060 atau lebih cepat. Untuk merealisasikan target tersebut, Indonesia menetapkan sasaran penurunan emisi sebagaimana tercantum dalam dokumen *Nationally Determined Contribution* (NDC), yakni meningkatkan target pengurangan emisi menjadi 31,89% pada tahun 2030, dengan target dukungan internasional sebesar 43,20%.

A NEW ERA FOR FINANCIAL SERVICES INSTITUTIONS AND ENVIRONMENTAL AWARENESS

Sustainable finance, as referred to in the Sustainable Finance Regulation, represents comprehensive support from the financial services industry for sustainable growth achieved through the alignment of economic, social, and environmental interests. The implementation of this concept serves as an important foundation for advancing sustainable development.

OJK explains that sustainable finance encompasses five key dimensions: achieving industrial, social, and economic excellence to mitigate the threat of global warming and prevent other environmental and social issues; shifting toward a competitive low-carbon economy; promoting environmentally friendly investments across various business and economic sectors; and supporting the implementation of Indonesia's 4P development principles (*pro-growth, pro-jobs, pro-poor, and pro-environment*).

The implementation of sustainable finance by the insurance and guarantee industry constitutes one form of support for Indonesia's global commitment to addressing climate change, as set out in the Paris Agreement. The instrument of ratification of the Paris Agreement under the United Nations Framework Convention on Climate Change was submitted by the Permanent Representative of the Republic of Indonesia to the United Nations in New York on October 31, 2016. The Paris Agreement represents a global commitment to hold the increase in the global average temperature to below 2°C in order to reduce the risks and adverse impacts of climate change. Indonesia's commitment to the agreement was formalized through the issuance of Law No. 16 of 2016 concerning the Ratification of the Paris Agreement.

The implementation of sustainable finance also reflects the support of insurance and guarantee companies for Indonesia's commitment to achieving net zero emissions by 2060 or sooner. To achieve this target, Indonesia has established emission reduction targets as set out in its *Nationally Determined Contribution* (NDC), increasing its emission reduction target to 31.89% by 2030, or 43.20% with international support.

LANDASAN KEBIJAKAN PENGELOLAAN LINGKUNGAN [GRI 3-3]

Pengelolaan aspek lingkungan IFG berpedoman pada berbagai regulasi di antaranya:

1. Undang-Undang No.32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
2. Undang-Undang Republik Indonesia No.30 Tahun 2007 tentang Energi;
3. Peraturan Pemerintah No. 20 Tahun 1990 tentang Pengendalian Pencemaran Air;
4. Peraturan Pemerintah No. 27 Tahun 2012 tentang Izin Lingkungan;
5. Peraturan Pemerintah Republik Indonesia No. 27 Tahun 2012 tentang Izin Lingkungan;
6. Peraturan Pemerintah Republik Indonesia No.101 Tahun 2014 tentang Pengelolaan Limbah Bahan Berbahaya dan Beracun;
7. Keputusan Menteri Negara Lingkungan Hidup No. 111 Tahun 2003 Tentang Pedoman Mengenai Syarat dan Tata Cara Perizinan Serta Pedoman Kajian Pembuangan Air Limbah ke Air atau Sumber Air;
8. Peraturan Menteri Negara Lingkungan Hidup No.01 Tahun 2010 tentang Tata Laksana Pengendalian Pencemaran Air;
9. Peraturan Menteri Energi dan Sumber Daya Mineral Republik Indonesia No. 13 Tahun 2012 tentang Penghematan Pemakaian Tenaga Listrik.

Merujuk pada regulasi di atas, Perseroan telah menetapkan serangkaian aturan internal terkait aspek lingkungan sebagai panduan operasional bagi seluruh manajemen dan karyawan IFG.

KOMITMEN IFG UNTUK LINGKUNGAN [GRI 3-3]

Upaya menjaga kelestarian lingkungan sekaligus meningkatkan daya dukung lingkungan menjadi bagian penting dari komitmen IFG yang diwujudkan melalui kepatuhan terhadap berbagai regulasi terkait lingkungan, termasuk dalam kebijakan penempatan dana investasi oleh Anggota *Holding*. Dalam pelaksanaannya, Perseroan memastikan seluruh penempatan dana investasi dilakukan sesuai ketentuan regulator serta mengikuti Standar Operasional Prosedur (SOP) yang berlaku di internal perusahaan. Selain itu, IFG secara proaktif memantau perkembangan dan perubahan regulasi yang berkaitan dengan investasi, khususnya di sektor asuransi, penjaminan, dan industri keuangan secara umum, guna memastikan kepatuhan yang berkelanjutan.

Hingga akhir tahun 2025, tidak terdapat pengaduan yang ditujukan kepada IFG terkait isu lingkungan atas seluruh portofolio investasi yang dikelolanya. [GRI 2-27]

Sebagai wujud penerapan praktik bisnis berkelanjutan, IFG juga menjalankan kebijakan operasional kantor yang ramah lingkungan. Pengelolaan sumber daya seperti kertas, air,

ENVIRONMENTAL MANAGEMENT POLICY FRAMEWORK [GRI 3-3]

IFG's management of environmental aspects is guided by various regulations, including:

1. Law No. 32 of 2009 concerning Environmental Protection and Management;
2. Law of the Republic of Indonesia No. 30 of 2007 concerning Energy;
3. Government Regulation No. 20 of 1990 concerning Water Pollution Control;
4. Government Regulation No. 27 of 2012 concerning Environmental Permits;
5. Government Regulation of the Republic of Indonesia No. 27 of 2012 concerning Environmental Permits;
6. Government Regulation of the Republic of Indonesia No. 101 of 2014 concerning Hazardous and Toxic Waste Management;
7. Decree of the State Minister of Environment No. 111 of 2003 concerning Guidelines on Licensing Requirements and Procedures and Guidelines for Studies on Wastewater Discharge into Water or Water Sources;
8. Regulation of the State Minister of Environment No. 01 of 2010 concerning Procedures for Water Pollution Control;
9. Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 13 of 2012 concerning Electricity Conservation.

With reference to the above regulations, the Company has established a series of internal policies related to environmental aspects as operational guidelines for all IFG management and employees.

IFG'S COMMITMENT TO THE ENVIRONMENT [GRI 3-3]

Efforts to preserve the environment while enhancing its carrying capacity constitute an important part of IFG's commitment, which is demonstrated through compliance with various environmental regulations, including those governing the placement of investment funds by Holding Members. In its implementation, the Company ensures that all investment fund placements comply with regulatory requirements and applicable internal Standard Operating Procedures (SOPs). In addition, IFG proactively monitors regulatory developments and changes relating to investments, particularly in the insurance, guarantee, and financial industries in general, to ensure ongoing compliance.

As of the end of 2025, IFG had received no complaints concerning environmental issues related to its entire managed investment portfolio. [GRI 2-27]

As part of its implementation of sustainable business practices, IFG also adopts environmentally friendly office operational policies. Resources such as paper, water,

energi, serta limbah dilakukan secara efisien dan bertanggung jawab. Dalam implementasinya, Perseroan mengadopsi prinsip 3R (*Reduce, Reuse, Recycle*) guna mendukung efisiensi sumber daya sekaligus meminimalkan dampak lingkungan dari kegiatan operasional perusahaan.

PENGELOLAAN MATERIAL/BAHAN BAKU

Kertas masih menjadi salah satu material utama yang digunakan dalam kegiatan operasional harian IFG, terutama untuk mendukung kebutuhan administrasi seperti korespondensi, pencetakan dokumen pelaporan, serta berbagai aktivitas perkantoran lainnya.

Pembuatan kertas memerlukan bahan baku berupa bubur kayu serta konsumsi listrik dan air dalam jumlah besar. Oleh karena itu, tingginya penggunaan kertas berkontribusi langsung terhadap meningkatnya penebangan pohon dan pemanfaatan sumber daya alam lainnya. Sebagai bentuk kepedulian terhadap lingkungan, IFG menerapkan kebijakan efisiensi penggunaan kertas guna menekan dampak lingkungan yang timbul dari aktivitas operasional.

Berbagai langkah konkret dilakukan IFG, salah satunya melalui penerapan konsep *paperless office* dengan mengalihkan komunikasi internal, seperti memo, ke format digital melalui surat elektronik (*email*). Dalam kondisi tertentu ketika penggunaan kertas tidak dapat dihindari, Perseroan tetap mengedepankan efisiensi. Sebagai contoh, dokumen yang akan dicetak diperiksa terlebih dahulu secara menyeluruh untuk menghindari kesalahan penulisan sehingga hanya perlu dicetak satu kali. Selain itu, apabila memungkinkan, pencetakan dilakukan secara bolak-balik (*duplex printing*).

Di samping itu, IFG juga mendorong pemanfaatan kembali kertas bekas yang masih memiliki satu sisi kosong untuk pencetakan dokumen sementara maupun draf. Langkah-langkah tersebut merupakan bagian dari upaya berkelanjutan IFG dalam menerapkan prinsip 3R (*Reduce, Reuse, Recycle*) pada aktivitas kantor sehari-hari.

Sampai dengan 31 Desember 2025, volume penggunaan kertas tercatat sebanyak 686 rim, turun dibandingkan tahun 2024 dengan penggunaan kertas sebanyak 787,58 rim. Penurunan tersebut terjadi sejalan dengan optimalisasi penggunaan dokumen digital dan pengendalian penggunaan kertas dalam kegiatan operasional perusahaan.

and energy, as well as waste, are managed efficiently and responsibly. In practice, the Company adopts the 3R principles (*Reduce, Reuse, Recycle*) to promote resource efficiency while minimizing the environmental impact of its operational activities.

MATERIAL/RAW MATERIAL MANAGEMENT

Paper remains one of the main materials used in IFG's day-to-day operations, particularly for administrative purposes such as correspondence, printing reporting documents, and various other office activities.

Paper production requires wood pulp as a raw material and consumes substantial amounts of electricity and water. Therefore, high levels of paper consumption directly contribute to increased tree harvesting and the use of other natural resources. As part of its environmental commitment, IFG implements a paper-use efficiency policy to reduce the environmental impacts arising from its operational activities.

IFG has taken various concrete measures, including implementing a paperless office concept by shifting internal communications, such as memoranda, to digital formats through electronic mail (*email*). In certain circumstances where paper use cannot be avoided, the Company continues to prioritize efficiency. For example, documents are thoroughly reviewed before printing to avoid errors and ensure that they only need to be printed once. In addition, where possible, documents are printed on both sides of the paper (*duplex printing*).

IFG also encourages the reuse of used paper with one blank side for printing temporary documents and drafts. These measures form part of IFG's ongoing efforts to apply the 3R principles (*Reduce, Reuse, Recycle*) in its day-to-day office activities.

As of December 31, 2025, paper consumption was recorded at 686 reams, a decrease compared with 787.58 reams in 2024. The decline was in line with the optimization of digital document use and measures to control paper consumption in the Company's operational activities.

Tabel Penggunaan Kertas Tahun 2023-2025
Table of paper usage in 2023-2025

Tahun Year	Jumlah Kertas (Rim) Total Paper (Ream)
2025	686
2024	788
2023	661

Sebagai konsekuensi dari penggunaan kertas dalam aktivitas operasional, IFG menghasilkan limbah kertas yang berasal dari draf dokumen maupun dokumen lama yang sudah tidak digunakan atau telah dialihkan ke bentuk digital. Untuk mengelola limbah tersebut, Perseroan bekerja sama dengan pihak ketiga yang memiliki kapabilitas dalam mendaur ulang atau memanfaatkan kembali limbah kertas secara bertanggung jawab. Dokumen yang memuat informasi rahasia terlebih dahulu dihancurkan menggunakan mesin penghancur kertas sebelum diserahkan kepada pihak ketiga, guna memastikan keamanan data serta kerahasiaan informasi perusahaan tetap terjaga. Meskipun menggunakan material kertas yang dapat didaur ulang dan ramah lingkungan, hingga saat ini Perseroan belum memanfaatkan hasil kertas daur ulang dalam kegiatan operasional sehari-hari. [OJK F.5]

PENGELOLAAN ENERGI

Dalam menunjang kegiatan operasional usahanya, IFG mengandalkan dua sumber energi utama, yaitu listrik dan bahan bakar minyak, yang seluruhnya diperoleh dari pihak ketiga. Listrik tidak hanya dimanfaatkan sebagai sumber penerangan, tetapi juga menjadi energi utama untuk mengoperasikan berbagai fasilitas dan peralatan elektronik perkantoran, seperti pendingin ruangan (AC), mesin fotokopi, *lift*, komputer (PC dan laptop), televisi, serta perangkat penunjang lainnya. [GRI 3-3]

Perseroan memahami bahwa pasokan listrik di Indonesia saat ini sebagian besar masih berasal dari pembangkit listrik berbahan bakar batu bara, yang merupakan sumber energi tidak terbarukan dengan ketersediaan terbatas. Berdasarkan kondisi tersebut, IFG menerapkan berbagai langkah penghematan listrik antara lain mematikan lampu dan perangkat elektronik yang tidak digunakan, mengganti lampu konvensional dengan lampu hemat energi/LED, serta memperbanyak penggunaan panel kaca di area perkantoran agar sinar matahari dapat dimanfaatkan sebagai sumber pencahayaan pada siang hari, dan langkah efisiensi lainnya. Upaya penghematan listrik tersebut merupakan bentuk dukungan Perseroan terhadap Instruksi Presiden Republik Indonesia Nomor 13 Tahun 2011 tentang Penghematan Energi dan Air serta Peraturan Menteri Energi dan Sumber Daya Mineral Republik Indonesia Nomor 13 Tahun 2012 tentang Penghematan Pemakaian Tenaga Listrik. [OJK F.7] [GRI 302-4, 305-5]

Tabel Penggunaan Listrik Tahun 2023-2025

Table of Electricity Consumption in 2023-2025

Uraian Description	Satuan Unit	2025	2024	2023
Penggunaan listrik	kWh	191.394	90.060	81.870
	Gigajoule	689,02	324,21	294,73

Konversi kWh ke Gigajoule: <https://www.convertunits.com/from/kWh/to/gigajoule>

Conversion from kWh to Gigajoules (GJ): <https://www.convertunits.com/from/kWh/to/gigajoule>

Berdasarkan tabel di atas, penggunaan listrik Kantor Pusat IFG tahun 2025 mengalami kenaikan dibanding tahun 2024. Hal itu dipengaruhi oleh meningkatnya intensitas kegiatan operasional kantor serta kebutuhan pemanfaatan fasilitas

As a consequence of paper use in its operational activities, IFG generates paper waste from document drafts and outdated documents that are no longer in use or have been converted into digital formats. To manage such waste, the Company collaborates with third parties that have the capability to responsibly recycle or reuse paper waste. Documents containing confidential information are first shredded using paper shredders before being handed over to third parties to ensure data security and maintain the confidentiality of Company information. Although the Company uses recyclable and environmentally friendly paper materials, to date, it has not used recycled paper products in its day-to-day operations. [OJK F.5]

ENERGY MANAGEMENT

To support its business operations, IFG relies on two main sources of energy, namely electricity and fuel, both of which are sourced from third parties. Electricity is used not only for lighting but also as the primary source of energy for operating various office facilities and electronic equipment, such as air-conditioning (AC) systems, photocopiers, elevators, computers (PCs and laptops), televisions, and other supporting equipment. [GRI 3-3]

The Company recognizes that Indonesia's electricity supply currently remains largely dependent on coal-fired power plants, which use a non-renewable energy source with finite availability. In light of these conditions, IFG has implemented various electricity conservation measures, including switching off lights and electronic equipment when not in use, replacing conventional lighting with energy-efficient/LED lighting, and increasing the use of glass panels in office areas to maximize the use of sunlight as a source of natural lighting during the day, as well as implementing other efficiency measures. These electricity conservation initiatives represent the Company's support for Presidential Instruction of the Republic of Indonesia No. 13 of 2011 concerning Energy and Water Conservation and Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 13 of 2012 concerning Electricity Conservation. [OJK F.7] [GRI 302-4, 305-5]

Based shown in the table above, electricity consumption at IFG's Head Office in 2025 increased compared with 2024. This increase was attributable to the increased office operational activities and the greater use of facilities

dan perangkat pendukung kerja. Volume penggunaan listrik diperoleh melalui konversi biaya pemakaian listrik yang dibagi dengan tarif langganan per kWh. [OJK F.6] [GRI 302-1]

and work-support equipment. The volume of electricity consumption is calculated by converting electricity costs, whereby the total electricity cost is divided by the applicable electricity tariff per kWh. [OJK F.6] [GRI 302-1]

Untuk menghitung intensitas konsumsi energi (IKE) listrik, Perseroan menggunakan rumus berikut:

To calculate electricity Energy Consumption Intensity (ECI), the Company uses the following formula:

$$\text{IKE ECI} = \frac{\text{Pemakaian Energi Listrik (KWh) / Electricity Consumption (kWh)}}{\text{Luas Bangunan / Building Area}}$$

Pada tahun 2025, IFG menggunakan area kantor ber-AC dengan luas 5.252,70 m², sama dengan tahun sebelumnya. Dengan penggunaan listrik tahun 2025 tercatat sebesar 191.394 kWh, maka didapat IKE sebesar 36,44 kWh/m²/tahun. [OJK F.6]

In 2025, IFG occupied 5,252.70 m² of air-conditioned office space, unchanged from the previous year. With electricity consumption recorded at 191,394 kWh in 2025, the resulting ECI was 36.44 kWh/m²/year. [OJK F.6]

Tabel Intensitas Konsumsi Energi Tahun 2023-2025
Table of Energy Consumption Intensity in 2023-2025

Tahun Year	Intensitas Konsumsi Energi (kWh/m ² /tahun) Energy Consumption Intensity ((kWh/m ² /year)
2025	36,44
2024	17,15
2023	15,59

Hasil perhitungan kemudian dicocokkan dengan standar IKE seperti dimuat dalam Peraturan Menteri Energi dan Sumber Daya Mineral Republik Indonesia No. 13 Tahun 2012 tentang Penghematan Pemakaian Tenaga Listrik sebagaimana tabel berikut: [OJK F.6]

The calculation results were then compared against the ECI standards stipulated in Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 13 of 2012 concerning Electricity Conservation, as presented in the following table: [OJK F.6]

Tabel Kriteria Penggunaan Energi di Gedung Perkantoran Berdasarkan Konsumsi Energi Spesifik
Table of Energy Consumption Criteria for Office Buildings Based on Specific Energy Consumption

Kriteria Criteria	Ber-AC With AC		Tanpa AC	
	kWh/m ² /bulan kWh/m ² /month	kWh/m ² /tahun*) kWh/m ² /year*)	kWh/m ² /bulan kWh/m ² /month	kWh/m ² /tahun*) kWh/m ² /year*)
Sangat efisien Highly Efficient	<8,5	<102	<3,4	<40,8
Efisien Efficient	8,5-14	102-168	3,4-5,6	40,8-67,2
Cukup Efisien Efficient	14-18,5	168-222	5,6-7,4	67,2-88,8
Boros Efficient	>18,5	>222	>7,4	88,8

*)Konversi per tahun
*)Conversion per year

Berdasarkan tabel di atas, maka IKE Kantor Pusat IFG tahun 2025 termasuk dalam kategori "Sangat Efisien", sama dengan IKE tahun 2024. [GRI 302-3]

Based on the table above, the ECI of IFG's Head Office in 2025 was classified as "Highly Efficient," the same category as its ECI in 2024. [GRI 302-3]

Selain listrik, sumber energi yang digunakan dalam operasional usaha IFG adalah Bahan Bakar Minyak (BBM) yang diperoleh dari pihak ketiga yaitu bensin dan solar. BBM digunakan sebagai sumber energi kendaraan operasional dan genset sebagai cadangan sumber energi apabila pasokan listrik mengalami gangguan. Serupa dengan listrik, ketersediaan dan pasokan BBM juga terbatas karena masuk kategori energi tak terbarukan sehingga diperlukan efisiensi dalam penggunaannya. Kebijakan yang diambil Perseroan untuk mendukung efisiensi penggunaan BBM antara lain mengurangi perjalanan dinas, melakukan pemeliharaan kendaraan operasional secara berkala agar kinerja mesin tetap terjaga dan emisi gas buangnya sesuai baku mutu, serta mengoptimalkan rapat secara *online* dengan menggunakan aplikasi teknologi informasi untuk jenis rapat tertentu. Efisien penggunaan BBM dan listrik sebagaimana disebutkan sebelumnya sekaligus merupakan upaya Perseroan mengurangi emisi gas rumah kaca yang dihasilkan dari kedua jenis energi. [GRI 302-4] [OJK F.7, F.12]

In addition to electricity, IFG uses fuel sourced from third parties, namely gasoline and diesel fuel, to support its business operations. Fuel is used as an energy source for operational vehicles and generators, which serve as a backup power source in the event of disruptions to the electricity supply. Similar to electricity, the availability and supply of fuel are also limited, as it is classified as a non-renewable energy source. Therefore, efficient fuel use is essential. The Company has implemented several measures to promote fuel efficiency, including reducing business travel, conducting regular maintenance of operational vehicles to maintain engine performance and ensure that exhaust emissions comply with applicable emission standards, and optimizing the use of online meetings through information technology applications for certain types of meetings. The efficient use of fuel and electricity, as described above, also forms part of the Company's efforts to reduce greenhouse gas emissions generated from the use of these two energy sources. [GRI 302-4] [OJK F.7, F.12]

Tabel Penggunaan BBM Tahun 2023-2025

Table of Fuel Usage in 2023-2025

Uraian Description	Satuan Unit	2025	2024	2023
Penggunaan BBM Fuel usage	Kiloliter	16,86	28,9	24,74
	Gigajoule	677,73	1.161,7	994,49

Konversi kiloliter ke Gigajoule: <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>Conversion from Kiloliter to Gigajoules (GJ): <https://www.unitconverters.net/energy/fuel-oil-equivalent-kiloliter-to-gigajoule.htm>

Merujuk tabel di atas, volume penggunaan BBM Kantor Pusat IFG selama tahun 2025 mengalami penurunan dibanding tahun sebelumnya. Hal itu sejalan dengan implementasi kebijakan efisiensi di Perusahaan. Volume penggunaan BBM diperoleh dengan melakukan konversi biaya pembelian BBM dibagi dengan harga jenis BBM yang digunakan. [GRI 302-1]

Referring to the table above, fuel consumption at IFG's Head Office in 2025 decreased compared with the previous year. This decrease was in line with the implementation of the Company's efficiency policies. Fuel consumption volume is calculated by converting fuel purchase costs, whereby the total fuel purchase cost is divided by the price of the respective type of fuel used. [GRI 302-1]

Berdasarkan data energi yang tersedia, selanjutnya IFG menghitung intensitas energi secara keseluruhan dengan hasil sebagai berikut:

Based on the available energy data, IFG subsequently calculated its overall energy intensity, with the results presented below:

Tabel Intensitas Konsumsi Energi Tahun 2023-2025 [GRI 302-3][OJK F.6]

Table of Energy Consumption Intensity in 2023-2025 [GRI 302-3][OJK F.6]

No.	Jenis Energi Type of Energy	Satuan Unit	2025	2024	2023
1	Listrik Electricity	Gigajoule	689,02	324,21	294,73
2	BBM Fuel	Gigajoule	677,73	1.161,7	994,49
	Jumlah Penggunaan Energi Total Energy Usage	Gigajoule	1.366,75	1.485,91	1.289,22
	Jumlah Karyawan Total Energy Usage	Orang	275	308	300
	Intensitas Energi Energy Intensity	Gigajoule/karyawan	4,97	4,82	4,30

Sesuai tabel di atas, intensitas energi tahun 2025 mengalami kenaikan dibanding tahun sebelumnya. Hal itu sejalan dengan peningkatan penggunaan energi listrik pada tahun pelaporan dibanding tahun 2024.

PENGELOLAAN EMISI

Emisi Gas Rumah Kaca (GRK) merupakan penyebab utama pemanasan global serta perubahan iklim yang mengancam kelangsungan hidup di Bumi. IFG menyadari risiko tersebut sehingga berkomitmen mengelola dan menekan emisi GRK secara bertanggung jawab serta berkelanjutan. Komitmen ini diimplementasikan melalui berbagai upaya efisiensi energi dan pengendalian penggunaan sumber daya dalam operasional perusahaan. Sumber emisi GRK utama dari aktivitas usaha IFG mencakup penggunaan listrik, Bahan Bakar Minyak (BBM), serta perjalanan dinas dengan pesawat udara. [GRI 3-3]

Laporan ini mengungkapkan emisi GRK langsung (Cakupan 1) dari penggunaan BBM, dan emisi GRK tidak langsung (Cakupan 2) dari pemanfaatan listrik. Di antara semua cakupan emisi tersebut, karbon dioksida (CO₂) mendominasi produksi gas sehingga menjadi prioritas utama dalam strategi pengelolaan dan pengurangan emisi Perusahaan.

Perhitungan emisi GRK langsung (Cakupan 1) dilakukan dengan metode *Tier-1* yang banyak digunakan oleh negara berkembang (non-Annex 1). Metodologi ini berbasis pada perhitungan konsumsi energi dikalikan faktor emisi *default* IPCC 2006 (*Intergovernmental Panel on Climate Change*/ Panel Antarpemerintah tentang Perubahan Iklim) dengan rumus sebagai berikut:

$$\begin{array}{c} \text{Emisi GRK} \\ \text{GHG emissions} \end{array} \left(\frac{\text{kg}}{\text{thn}} \right) = \begin{array}{c} \text{Konsumsi Energi} \\ \text{Energy Consumption} \end{array} \left(\frac{\text{TJ}}{\text{thn}} \right) \times \begin{array}{c} \text{Faktor Emisi} \\ \text{Emission Factor} \end{array} \left(\frac{\text{kg}}{\text{TJ}} \right)$$

Tabel Emisi Gas Rumah Kaca Langsung (Cakupan 1) Tahun 2023-2025 [OJK F.11][GRI 305-1]

Table of Direct Greenhouse Gas (GHG) Emissions (Scope 1) in 2023–2025 [OJK F.11][GRI 305-1]

Konsumsi Bahan Bakar Fuel Consumption	Konsumsi Energi [Terajoule] Energy Consumption [Terajoule]			FE Default IPCC 2006 CO ₂ (Kg/TJ) FE Default IPCC 2006 CO ₂ (Kg/TJ)	Total Emisi CO ₂ yang Dihasilkan (Kg) Total CO ₂ Emission Generated (Kg)		
	2025	2024	2023		2025	2024	2023
Bensin Gasoline	0,55	0,96	0,82	69.300	21.202,65	66.528	56.826

Berdasarkan tabel di atas, emisi cakupan 1 dari penggunaan BBM tahun 2025 mengalami penurunan dibanding tahun sebelumnya. Penurunan sejalan dengan berkurangnya penggunaan BBM sebagai manifestasi efisiensi yang ditetapkan Perusahaan. [GRI 305-1][OJK F.11]

As shown in the table above, energy intensity in 2025 increased compared with the previous year. This was in line with the increase in electricity consumption during the reporting year compared with 2024.

EMISSIONS MANAGEMENT

Greenhouse gas (GHG) emissions are a major contributor to global warming and climate change, which pose a threat to the sustainability of life on Earth. IFG recognizes these risks and is therefore committed to managing and reducing GHG emissions responsibly and sustainably. This commitment is implemented through various energy efficiency measures and efforts to control resource use in the Company's operations. The main sources of GHG emissions from IFG's business activities include electricity consumption, fuel consumption, and business travel by air. [GRI 3-3]

This report discloses direct GHG emissions (Scope 1) from fuel consumption and indirect GHG emissions (Scope 2) from electricity use. Among all these emission scopes, carbon dioxide (CO₂) accounts for the majority of emissions, making it the top priority in the Company's emissions management and reduction strategy.

Direct GHG emissions (Scope 1) are calculated using the Tier 1 method, which is widely used by developing countries (non-Annex I Parties). This methodology calculates emissions based on energy consumption multiplied by the 2006 IPCC (Intergovernmental Panel on Climate Change) default emission factors, using the following formula:

$$\begin{array}{c} \text{Emisi GRK} \\ \text{GHG emissions} \end{array} \left(\frac{\text{kg}}{\text{thn}} \right) = \begin{array}{c} \text{Konsumsi Energi} \\ \text{Energy Consumption} \end{array} \left(\frac{\text{TJ}}{\text{thn}} \right) \times \begin{array}{c} \text{Faktor Emisi} \\ \text{Emission Factor} \end{array} \left(\frac{\text{kg}}{\text{TJ}} \right)$$

Based on the table above, Scope 1 emissions from fuel consumption in 2025 decreased compared with the previous year. This decrease was in line with lower fuel consumption as a result of the efficiency measures implemented by the Company. [GRI 305-1][OJK F.11]

Adapun penghitungan emisi cakupan 2 tahun 2025 dilakukan dengan mengalikan konsumsi listrik (dalam Kwh per tahun) dengan faktor emisi Jawa Madura Bali (Jamali) sebagaimana diatur dalam Keputusan Menteri Energi dan Sumber Daya Mineral Republik Indonesia Nomor 163.K/HK.02/MEM.S/2021 tentang Penetapan Faktor Emisi Gas Rumah Kaca Sistem Ketenagalistrikan yaitu 0,87 kgCO₂/kWh. Penghitungan tersebut berbeda dengan tahun-tahun sebelumnya di mana perhitungan dilakukan dengan merujuk pada *average grid emission factor* RUPTL PLN 2015-2024 yaitu sebesar 0,934 kgCO₂/Kwh (2017). Penyesuaian metode perhitungan dilakukan karena RUPTL PLN 2025-2034 sebagai lanjutan RUPTL sebelumnya tidak mengatur *average grid* secara spesifik.

Seperti disampaikan pada tabel di bawah, emisi Cakupan 2 dari penggunaan listrik Kantor Pusat tahun 2025 mengalami kenaikan dibanding tahun sebelumnya. Kenaikan tersebut sejalan dengan bertambahnya penggunaan listrik akibat meningkatnya intensitas kegiatan operasional kantor serta kebutuhan pemanfaatan fasilitas dan perangkat pendukung kerja. [OJK F.11] [GRI 305-2]

Meanwhile, Scope 2 emissions for 2025 were calculated by multiplying electricity consumption (in kWh per year) by the Java-Madura-Bali (Jamali) grid emission factor, as stipulated in Decree of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 163.K/HK.02/MEM.S/2021 concerning the Determination of Greenhouse Gas Emission Factors for Electricity Systems, which sets the factor at 0.87 kgCO₂/kWh. This calculation differs from that used in previous years, when Scope 2 emissions were calculated using the average grid emission factor specified in PLN's 2015–2024 Electricity Supply Business Plan (RUPTL), which was 0.934 kgCO₂/kWh (2017). The calculation methodology was adjusted because PLN's 2025–2034 RUPTL, which succeeds the previous RUPTL (Electricity Supply Business Plan), does not specifically stipulate an average grid emission factor.

As presented in the table below, Scope 2 emissions from electricity consumption at IFC's Head Office increased in 2025 compared with the previous year. The increase was in line with higher electricity consumption due to increased office operational activities and the greater use of facilities and work-support equipment. [OJK F.11] [GRI 305-2]

Tabel Emisi Gas Rumah Tidak Langsung (Cakupan 2) Tahun 2022-2024

Table of Indirect Greenhouse Gas Emissions (Scope 2) in 2022–2024

Konsumsi Energi Energy Consumption	Tahun (kWh) Year (kWh)			Emisi CO ₂ yang Dihasilkan (kg) CO ₂ Emissions Generated (kg)		
	2025	2024	2023	2025	2024	2023
Listrik	191.394	90.060	81.870	166.512,78	83.665,74	76.057

Lebih lanjut, untuk mengetahui intensitas emisi, Perusahaan membagi total emisi yang dihasilkan dengan total karyawan sebagaimana tabel berikut: [GRI 305-4]

Furthermore, to determine emission intensity, the Company divides its total emissions by the total number of employees, as presented in the following table: [GRI 305-4]

Tabel Intensitas Konsumsi Energi Tahun 2023-2025

Table of Energy Consumption Intensity in 2023–2025

Uraian Description	Satuan Unit	2025	2024	2023
Total Emisi (Cakupan 1 dan 2) Total Emissions (Scope 1 and Scope 2)	KgCO ₂ eq	187.715,43	150.193,74	132.883
Jumlah Karyawan Total Employees	Orang People	275	308	300
Intensitas Emisi Emission Intensity	KgCO ₂ eq/orang kgCO ₂ e/people	682,60	487,64	442,94

Berdasarkan tabel di atas, intensitas emisi tahun 2025 mengalami kenaikan dibanding tahun sebelumnya. Hal itu sejalan dengan bertambahnya penggunaan energi, terkhusus energi listrik. [GRI 305-4][OJK F.11]

Based on the table above, emission intensity in 2025 increased compared with the previous year. This increase was in line with higher energy consumption, particularly electricity consumption. [GRI 305-4][OJK F.11]

Selain pengelolaan emisi GRK Cakupan 1 dan 2, serta emisi udara, Perseroan juga memberikan dukungan penuh terhadap kebijakan pemerintah mengenai pembatasan penggunaan bahan yang berpotensi merusak lapisan ozon (*Ozone Depletion Potential/ODP*) atau dikenal sebagai Bahan Perusak Ozon (BPO). Zat tersebut umumnya terdapat pada

In addition to managing Scope 1 and Scope 2 GHG emissions and air emissions, the Company fully supports the Government's policy on restricting the use of substances with the potential to deplete the ozone layer, commonly referred to as ozone-depleting substances (ODS). These substances are commonly found in equipment such

peralatan seperti pendingin ruangan (AC), kulkas, dan tabung pemadam api. BPO merupakan senyawa kimia yang dapat bereaksi dengan molekul ozon di lapisan stratosfer, dan saat ini terdapat 23 senyawa yang termasuk kategori BPO, antara lain CC-14, CH-3, CC-13, CH3BR, CFC-11, CFC-12, CFC-113, hingga Halon-1211, Halon-1301, dan R-502.

Sebagai BUMN *Holding* Perasuransian dan Penjaminan, IFG tidak melakukan produksi, impor, maupun ekspor BPO dalam kegiatan operasional usahanya. Meski demikian, Perseroan masih memanfaatkan beberapa senyawa aktif pada peralatan tertentu, seperti refrigeran untuk AC dan kulkas, serta zat pemadam api pada Alat Pemadam Api Ringan (APAR). Dalam penerapannya, perusahaan memastikan penggunaan senyawa yang ramah lingkungan dan tidak merusak lapisan ozon. [GRI 305-6]

Dalam upaya pengendalian emisi udara, IFG berkomitmen melaksanakan pengelolaan emisi melalui penerapan kebijakan ketat pada armada kendaraan operasional. Langkah mitigasi tersebut meliputi pelaksanaan uji emisi secara berkala serta pembatasan usia pakai kendaraan maksimal 3 (tiga) tahun guna memastikan emisi karbon yang dihasilkan tetap berada di bawah ambang batas baku mutu pemerintah. Perawatan teknis dan penggantian suku cadang dilakukan secara rutin untuk menjaga kinerja mesin tetap optimal serta mencegah inefisiensi yang berpotensi meningkatkan jejak karbon. Selain itu, sebagai bentuk kompensasi emisi (*carbon offset*), Perusahaan secara aktif mendukung program penghijauan guna meningkatkan kualitas udara di lingkungan sekitar. [GRI 305-7]

PENGELOLAAN AIR

IFG memerlukan air bersih untuk memenuhi berbagai kebutuhan domestik karyawan, termasuk minum, menjaga kebersihan, sanitasi, serta kegiatan ibadah seperti wudu. Air tersebut bersumber dari Perusahaan Daerah Air Minum (PDAM).

Seiring berjalannya waktu, pasokan air bersih terus mengalami penurunan akibat eksploitasi berlebih dan perubahan iklim yang mengganggu siklus hidrologi. Ketersediaan air baku bagi PDAM semakin menipis karena pencemaran industri serta domestik, khususnya pada sumber air permukaan seperti sungai yang menjadi andalan utama. Tanpa pengelolaan yang bijaksana, krisis air bersih berisiko menjadi kenyataan.

Menyikapi kondisi tersebut, Kementerian PPN/Bappenas melalui Kajian Lingkungan Hidup Strategis (KLHS) dalam RPJMN 2019 memprediksi bahwa Indonesia akan menghadapi kelangkaan air absolut pada 2040. Kelangkaan absolut merujuk pada situasi di mana pasokan air tidak lagi memadai untuk kebutuhan dasar manusia.

as air-conditioning (AC) systems, refrigerators, and fire extinguishers. ODS are chemical compounds that can react with ozone molecules in the stratosphere. Currently, 23 compounds are classified as ODS, including CC-14, CH-3, CC-13, CH3BR, CFC-11, CFC-12, CFC-113, Halon-1211, Halon-1301, and R-502.

As the SOE Holding Company in the Insurance and Guarantee sectors, IFG does not produce, import, or export ODS as part of its business operations. Nevertheless, the Company continues to use certain active substances in specific equipment, such as refrigerants in air-conditioning systems and refrigerators, as well as fire-extinguishing agents in portable fire extinguishers. In practice, the company ensures the use of environmentally friendly compounds that do not deplete the ozone layer. [GRI 305-6]

As part of its efforts to control air emissions, IFG is committed to managing emissions through the implementation of stringent policies for its operational vehicle fleet. These mitigation measures include conducting periodic emissions testing and limiting the maximum service life of vehicles to 3 (three) years to ensure that the resulting emissions remain below the applicable government emission limits. Regular technical maintenance and replacement of vehicle components are carried out to maintain optimal engine performance and prevent inefficiencies that could increase the Company's carbon footprint. In addition, as a form of emissions compensation (*carbon offsetting*), the Company actively supports greening programs to help improve air quality in the surrounding environment. [GRI 305-7]

WATER MANAGEMENT

IFG requires clean water to meet various domestic needs of its employees, including drinking, hygiene, sanitation, and religious activities such as ablution. The water is supplied by the Regional Drinking Water Company (PDAM).

Over time, clean water supplies have continued to decline due to overexploitation and climate change, which disrupt the hydrological cycle. The availability of raw water for PDAM has also become increasingly limited due to industrial and domestic pollution, particularly in surface water sources such as rivers, which serve as a primary source of water supply. Without prudent management, clean water scarcity could become a reality.

In response to these conditions, the Ministry of National Development Planning/Bappenas, through the Strategic Environmental Assessment (KLHS) in the 2019 National Medium-Term Development Plan (RPJMN), predicted that Indonesia would face absolute water scarcity by 2040. Absolute water scarcity refers to a situation in which the water supply is no longer sufficient to meet basic human needs.

Penurunan ketersediaan air bersih memotivasi IFG untuk memanfaatkan air secara hemat dan efisien, sejalan dengan prinsip *reduce* dalam pengelolaan sumber daya. Oleh karena itu, Perseroan giat mengajak karyawan menghemat air serta melakukan perawatan rutin instalasi air agar tetap berfungsi optimal. Perbaikan cepat diterapkan jika terdeteksi kebocoran atau kerusakan pada sistem distribusi air. Inisiatif efisiensi ini mendukung Instruksi Presiden Republik Indonesia No. 13 Tahun 2011 tentang Penghematan Energi dan Air.

Meski begitu, IFG belum mampu menyajikan volume penggunaan air secara rinci dalam laporan ini. Penggunaan air tercakup dalam komponen biaya sewa gedung sehingga Perseroan belum memperoleh data spesifik dari PDAM. Dengan demikian, Perseroan juga tidak bisa menyampaikan volume air limbah yang dibuang dari aktivitas domestik perkantoran IFG. [OJK F.8, F.13]

PENGELOLAAN SAMPAH/ LIMBAH DOMESTIK

Kegiatan operasional kantor IFG menimbulkan berbagai jenis limbah, baik limbah bahan berbahaya dan beracun (B3) maupun limbah non-B3. Limbah B3 meliputi antara lain lampu bekas, cartridge printer bekas, aki bekas, serta oli bekas dari kendaraan operasional. Adapun limbah non-B3 pada umumnya berupa sampah domestik yang berasal dari aktivitas perkantoran sehari-hari.

Dalam mendukung operasional kantor yang berwawasan lingkungan, IFG menerapkan prinsip 3R (*Reduce, Reuse, Recycle*) dalam pengelolaan limbah. Sebagai upaya mengurangi sampah plastik dari kemasan air minum sekali pakai, Perseroan memberlakukan kebijakan penggunaan tumbler bagi seluruh karyawan. Selain itu, IFG juga menyediakan tempat sampah yang memadai dengan pemisahan berdasarkan jenis sampah, yaitu organik dan nonorganik.

Pengelolaan limbah, termasuk sampah domestik perkantoran, dilakukan oleh PT GNTU selaku pengelola gedung yang disewa IFG. Pengangkutan dan pengelolaan limbah B3 dan limbah non-B3, termasuk sampah domestik, dilakukan melalui mekanisme pengelolaan gedung dan/atau bekerja sama dengan pihak ketiga yang memiliki perizinan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. [OJK F.13, F.14]

TUMPAHAN YANG SIGNIFIKAN [OJK F.15]

Dalam pelaksanaan kegiatan operasionalnya, IFG membatasi penggunaan zat kimia atau bahan cair berbahaya yang berpotensi menimbulkan dampak negatif terhadap kesehatan karyawan maupun kerusakan ekosistem. Melalui penerapan prosedur keselamatan yang ketat, Perseroan

The declining availability of clean water has encouraged IFG to use water prudently and efficiently, in line with the *reduce* principle of resource management. Accordingly, the Company actively encourages employees to conserve water and performs routine maintenance of water installations to ensure their optimal operation. Prompt repairs are carried out whenever leaks or damage to the water distribution system are detected. These efficiency initiatives support Presidential Instruction of the Republic of Indonesia No. 13 of 2011 concerning Energy and Water Conservation.

Nevertheless, IFG is not yet able to present detailed water consumption data in this report. Water consumption is included as a component of the building rental costs, and therefore the Company has not obtained specific consumption data from PDAM. Consequently, the Company is also unable to disclose the volume of wastewater discharged from IFG's domestic office activities. [OJK F.8, F.13]

DOMESTIC WASTE MANAGEMENT

IFG's office operations generate various types of waste, comprising both hazardous and toxic (B3) waste and non-B3 waste. B3 waste includes, among others, used lamps, used printer cartridges, used batteries, and used oil from operational vehicles. Non-B3 waste, meanwhile, generally consists of domestic waste generated from day-to-day office activities.

To support environmentally responsible office operations, IFG applies the 3R principles (*Reduce, Reuse, Recycle*) in its waste management practices. As part of its efforts to reduce plastic waste from single-use drinking water packaging, the Company has implemented a policy requiring all employees to use reusable drinking bottles. In addition, IFG provides adequate waste bins with waste segregation by type, namely organic and inorganic waste.

Waste management, including domestic office waste, is carried out by PT GNTU as the manager of the building leased by IFG. The collection and management of hazardous and non-hazardous waste, including domestic waste, are conducted through the building's waste management mechanisms and/or in collaboration with third parties holding the required permits in accordance with applicable laws and regulations. [OJK F.13, F.14]

SIGNIFICANT SPILLS [OJK F.15]

In conducting its operational activities, IFG limits the use of chemicals or hazardous liquids that could potentially have adverse impacts on employee health or cause damage to ecosystems. Through the implementation of stringent safety procedures, the Company recorded no significant spill

mencatat nihil insiden tumpahan signifikan hingga akhir periode pelaporan sehingga tidak terdapat dampak lingkungan maupun gangguan kesehatan yang merugikan karyawan dan masyarakat sekitar.

KEANEKARAGAMAN HAYATI

Dalam posisinya sebagai BUMN *Holding* Perasuransian dan Penjaminan, kegiatan usaha IFG tidak menimbulkan dampak merugikan secara langsung terhadap ekosistem maupun keanekaragaman hayati. Meskipun demikian, Perseroan tetap mengintegrasikan aspek pelestarian alam dan keanekaragaman hayati ke dalam strategi keberlanjutannya. Komitmen tersebut diwujudkan dengan memastikan bahwa kantor operasional IFG tidak berada di dalam maupun berbatasan langsung dengan kawasan konservasi atau wilayah yang memiliki nilai keanekaragaman hayati tinggi.

[OJK F.9]

Sebagai bentuk komitmen terhadap keberlanjutan, Perseroan juga mengalokasikan dana untuk mendukung berbagai inisiatif lingkungan melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL). Salah satu implementasi nyata dari program tersebut adalah kegiatan penanaman pohon yang bertujuan meningkatkan tutupan hijau sekaligus mendukung pemulihan ekosistem yang terdampak aktivitas manusia. Informasi lebih lanjut mengenai kontribusi Perseroan dalam pengelolaan aspek lingkungan dapat dilihat pada pembahasan TJSL di Bab Kinerja Sosial dalam laporan ini.

[OJK F.10]

PENGADUAN TERKAIT LINGKUNGAN

Dalam rangka meminimalkan dampak negatif terhadap ekosistem dan masyarakat di sekitar wilayah operasional, IFG berkomitmen penuh untuk mematuhi seluruh regulasi lingkungan yang berlaku. Sebagai wujud transparansi dan tanggung jawab kepada para pemangku kepentingan, Perseroan menyediakan mekanisme pengaduan bagi masyarakat yang lingkungannya terdampak aktivitas operasional IFG. Setiap laporan yang diterima akan ditindaklanjuti secara sistematis melalui Standar Operasional Prosedur (SOP) yang berlaku guna menghasilkan solusi terbaik. Namun, per 31 Desember 2025, Perseroan tidak menerima pengaduan terkait lingkungan, baik melalui *Call Center/SMS Center, email, website* maupun melapor langsung ke kantor IFG. [OJK F.16] [GRI 2-27]

incidents as of the end of the reporting period. Accordingly, there were no adverse environmental impacts or health effects on employees or surrounding communities.

BIODIVERSITY

In its capacity as the SOE Holding Company in the Insurance and Guarantee sectors, IFG's business activities do not have a direct adverse impact on ecosystems or biodiversity. Nevertheless, the Company continues to integrate nature and biodiversity conservation into its sustainability strategy. This commitment is demonstrated by ensuring that IFG's operational offices are neither located within nor directly adjacent to conservation areas or areas of high biodiversity value. [OJK F.9]

As part of its commitment to sustainability, the Company also allocates funds to support various environmental initiatives through its Social and Environmental Responsibility (TJSL) Program. One tangible implementation of the program is tree planting, which aims to increase green cover while supporting the restoration of ecosystems affected by human activities. Further information on the Company's contributions to environmental management is available in the discussion on TJSL in the Social Performance Chapter of this report. [OJK F.10]

ENVIRONMENTAL COMPLAINTS

To minimize adverse impacts on ecosystems and communities surrounding its operational areas, IFG is fully committed to complying with all applicable environmental regulations. As part of its commitment to transparency and accountability to stakeholders, the Company provides a complaint mechanism for communities whose environment may be affected by IFG's operational activities. Each report received is systematically followed up in accordance with the applicable Standard Operating Procedures (SOPs) to determine the most appropriate resolution. As of December 31, 2025, however, the Company had received no environmental complaints through the Call Center/SMS Center, email, website, or reports submitted directly to IFG offices. [OJK F.16] [GRI 2-27]

BIAYA LINGKUNGAN

Sebagai bentuk aksi nyata dalam menjaga kelestarian lingkungan, IFG secara konsisten menyediakan biaya lingkungan yang dianggarkan melalui Pilar Lingkungan dalam Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (TJSL BUMN). Penggunaan biaya lingkungan tahun 2025 adalah sebagai berikut: [OJK F.4]

ENVIRONMENTAL COSTS

As a tangible demonstration of its commitment to environmental preservation, IFG consistently allocates funds for environmental initiatives budgeted under the Environmental Pillar of the State-Owned Enterprises Social and Environmental Responsibility (TJSL BUMN) Program. Environmental costs in 2025 were as follows: [OJK F.4]

Tabel Biaya Lingkungan Tahun 2023-2025
Table of Environmental Costs in 2023-2025

Tahun Year	Jumlah Biaya Lingkungan Total Environmental Costs	Pemanfaatan/Penggunaan Utilization/Use
2025	Rp4.312.831.486	• IFGreen: Konservasi Alam dan Kampanye Lingkungan IFG merealisasikan program IFGreen yang mencakup penanaman 7.800 tanaman mangrove dan 1.150 tanaman non-mangrove. • Program Pengelolaan Sampah IFG mendukung pengolahan sampah plastik menjadi <i>paving block</i> di Bogor, pengelolaan sampah dan pengembangan manajemen desa wisata di Likupang, serta program pengembangan TPST di Ngabab, Malang. • Revitalisasi Prasarana dan Sarana Umum di Wilayah Permukiman dan Perkotaan IFG meningkatkan kelayakan fasilitas umum dan mendukung ketahanan masyarakat melalui renovasi 13 rumah ibadah, pembangunan tiga unit jalan desa dan satu jembatan desa, penyediaan 20 unit penerangan desa, serta bantuan 110 unit peralatan tanggap bencana. • Program Sarana Air Bersih IFG meningkatkan akses masyarakat terhadap air bersih dan sanitasi layak dalam bentuk pembangunan dua unit sarana air bersih dan satu unit mandi, cuci, kakus (MCK), distribusi air bersih di 14 titik bencana, serta kolaborasi pembangunan Instalasi Pengolahan Air Limbah (IPAL) di Bantul bersama Anggota <i>Holding</i>. • IFGreen: Nature Conservation and Environmental Campaigns IFG implemented the IFGreen program, which included planting 7,800 mangrove trees and 1,150 non-mangrove trees. • Waste Management Program IFG supports the processing of plastic waste into paving blocks in Bogor, waste management and the development of tourism village management in Likupang, as well as the TPST development program in Ngabab, Malang. • Revitalization of Public Infrastructure and Facilities in Residential and Urban Areas IFG improves the condition of public facilities and supports community resilience through the renovation of 13 places of worship, the construction of three village roads and one village bridge, the provision of 20 village lighting units, and the distribution of 110 units of disaster response equipment. • Clean Water Facilities Program IFG is improving community access to clean water and adequate sanitation through the construction of two clean water facilities and one bathing, washing, and toilet (BWT) facility; the distribution of clean water at 14 disaster sites; and the collaborative construction of a Wastewater Treatment Plant (WWTP) in Bantul with Holding Company members.

Tabel Biaya Lingkungan Tahun 2023-2025
Table of Environmental Costs in 2023-2025

Tahun Year	Jumlah Biaya Lingkungan Total Environmental Costs	Pemanfaatan/Penggunaan Utilization/Use
2024	Rp4.185.035.742	• Penanaman 4.750 pohon di Banda Neira, Rinjani, Labuan Bajo, Garut, dan Way Kambas. • Mudik Bersama IFG Group 2025, memberangkatkan 23.093 pemudik (termasuk Jasa Raharja). • Pembangunan 3 unit TPS 3R, Rumah Mesin Olah Sampah, dan 2 unit mobil angkut sampah. • Revitalisasi 46 unit prasarana dan sarana umum serta 10 unit prasarana ibadah. • Planting of 4,750 trees in Banda Neira, Rinjani, Labuan Bajo, Garut, and Way Kambas. • IFG Group Joint Homecoming Program 2025, facilitating homecoming travel for 23,093 participants (including Jasa Raharja). • Construction of three 3R Waste Management Sites (TPS 3R), a Waste Processing Facility, and two waste collection vehicles. • Revitalization of 46 public infrastructure and facility units and 10 religious facility units.
2023	Rp2.082.859.059	• IFGreen atau program konservasi alam dan kampanye Lingkungan, dengan pelaksanaan penanaman 4.060 pohon, termasuk 3.000 di antaranya adalah pohon mangrove. • Program pengelolaan sampah, terlaksana kegiatan pengelolaan sampah dan bersih-bersih di 4 lokasi: Likupang, Labuan Bajo, Magelang dan Bandung. • Program revitalisasi prasarana dan sarana umum di wilayah pemukiman dan perkotaan, dengan pelaksanaan melalui bantuan pembangunan dan renovasi infrastruktur jalan, sarana ibadah, sarana sanitasi, pembersihan kali, dan panti asuhan. • IFGreen, a nature conservation and environmental campaign program involving the planting of 4,060 trees, including 3,000 mangrove trees. • Waste management program comprising waste management and clean-up activities at four locations, such as: Likupang, Labuan Bajo, Magelang, and Bandung. • Revitalization program for public infrastructure and facilities in residential and urban areas through assistance for the construction and renovation of roads, religious facilities, sanitation facilities, river clean-ups, and orphanages.



KINERJA SOSIAL KEBERLANJUTAN

Sustainable Social
Performance



08



Pemenuhan aspek sosial menjadi bagian integral dari komitmen IFG dalam menjaga keseimbangan kinerja ekonomi, lingkungan, dan sosial serta membangun hubungan yang harmonis dengan seluruh pemangku kepentingan. Komitmen tersebut diwujudkan melalui pengelolaan ketenagakerjaan, K3, HAM, tanggung jawab produk dan jasa, serta pemberdayaan dan keterlibatan masyarakat guna mendukung keberlanjutan perusahaan.

Addressing social aspects is an integral part of IFG's commitment to maintaining a balance between economic, environmental, and social performance, as well as to building harmonious relationships with all stakeholders. This commitment is realized through the management of labor relations, occupational safety and health (OSH), human rights, product and service responsibility, and community empowerment and engagement to support the company's sustainability.

KINERJA SOSIAL KEBERLANJUTAN

SUSTAINABLE SOCIAL PERFORMANCE

IFG mendorong pelaksanaan kegiatan berkelanjutan yang mengintegrasikan pencapaian kinerja ekonomi, lingkungan, dan sosial dalam seluruh aspek operasional perusahaan. Perseroan meyakini keseimbangan ketiga aspek tersebut menjadi landasan operasional yang berkelanjutan sekaligus modal penting untuk mendapatkan dukungan dari seluruh pemangku kepentingan.

Secara khusus, kinerja aspek sosial merangkum berbagai tindakan Perseroan dalam memenuhi tanggung jawab sosial kepada pemangku kepentingan internal maupun eksternal. Pemangku kepentingan internal IFG mencakup pemegang saham, manajemen, dan karyawan lintas divisi serta jenjang jabatan; sedangkan pemangku kepentingan eksternal meliputi pelanggan/konsumen, mitra bisnis, pemerintah/regulator, media, dan masyarakat termasuk penerima manfaat Program Tanggung Jawab Sosial dan Lingkungan (TJSL) atau *Corporate Social Responsibility* (CSR).

Menimbang keragaman pemangku kepentingan, program sosial untuk memenuhi tanggung jawab tersebut berlangsung dalam beragam bentuk, seperti ketenagakerjaan, Keselamatan dan Kesehatan Kerja (K3), perlindungan hak asasi manusia, tanggung jawab produk/jasa, inovasi dan pengembangan produk/jasa, keterlibatan masyarakat dalam operasional, serta penanganan dampak potensial dan nyata terhadap lingkungan dan sosial kemasyarakatan. Untuk menjawab tanggung jawab yang luas ini, IFG telah melakukan pemetaan pemangku kepentingan dan harapan mereka secara cermat.

Perseroan berkomitmen memenuhi tanggung jawab sosial kepada seluruh pemangku kepentingan karena meyakini pendekatan ini adalah cara paling efektif membangun hubungan harmonis dan komunikasi positif. Komunikasi berkualitas tersebut sekaligus memperkuat posisi dan keberlanjutan Perseroan sebagai entitas bisnis serta menjadi modal strategis untuk mewujudkan misi dan visi IFG.

LANDASAN KEBIJAKAN [GRI 3-3]

Pemenuhan tanggung jawab aspek sosial IFG berpedoman pada sejumlah regulasi di antaranya:

1. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja
2. Undang-Undang Presiden Republik Indonesia No. 11 Tahun 1992 tentang Dana Pensiun
3. Undang-Undang Nomor 8 Tahun 1999 tentang Perlindungan Konsumen
4. Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan
5. Undang-Undang No. 19 tahun 2003 tentang Badan Usaha Milik Negara (BUMN)

IFG promotes the implementation of sustainable practices that integrate economic, environmental, and social performance across all aspects of the Company's operations. The Company believes that balancing these three aspects serves as the foundation for sustainable operations and constitutes a vital asset in securing support from all stakeholders.

Specifically, social aspect performance encompasses the Company's various efforts to fulfill its social responsibilities toward both internal and external stakeholders. IFG's internal stakeholders include shareholders, management, and employees across all divisions and hierarchical levels, while external stakeholders comprise customers/consumers, business partners, the government/regulators, the media, and the community, including beneficiaries of the Social and Environmental Responsibility (TJSL) or Corporate Social Responsibility (CSR) programs.

Given the diversity of stakeholders, social programs aimed at fulfilling these responsibilities take various forms, such as employment, Occupational Health and Safety (OHS), human rights protection, product/service responsibility, product/service innovation and development, community involvement in operations, and the management of actual and potential environmental and social impacts. To address these broad responsibilities, IFG has carefully mapped its stakeholders and their expectations.

The Company is committed to fulfilling its social responsibilities toward all stakeholders, believing that this approach is the most effective way to build harmonious relationships and foster positive communication. Such quality communication further strengthens the Company's position and sustainability as a business entity, while also serving as a strategic asset in realizing IFG's vision and mission.

POLICY FOUNDATION [GRI 3-3]

IFG's fulfillment of its social aspect responsibilities is guided by a number of regulations, including:

1. Law No. 1 of 1970 concerning Occupational Safety
2. Law of the President of the Republic of Indonesia No. 11 of 1992 concerning Pension Funds
3. Law No. 8 of 1999 concerning Consumer Protection
4. Law No. 13 of 2003 concerning Manpower
5. Law No. 19 of 2003 concerning State-Owned Enterprises (SOEs)

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| <ol style="list-style-type: none"> 6. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas 7. Undang-Undang Republik Indonesia No. 21 Tahun 2000 tentang Serikat Pekerja/Serikat Buruh 8. Undang-Undang Republik Indonesia Nomor 24 Tahun 2011 tentang Badan Penyelenggara Jaminan Sosial 9. Undang-Undang Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang 10. Undang-Undang Republik Indonesia Nomor 17 Tahun 2023 tentang Kesehatan. 11. Peraturan Pemerintah (PP) Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja 12. Peraturan Pemerintah Republik Indonesia No. 35 Tahun 2021 tentang Perjanjian Kerja Waktu Tertentu, Alih Daya, Waktu Kerja dan Waktu Istirahat, dan Pemutusan Hubungan Kerja 13. Peraturan Pemerintah Republik Indonesia Nomor 36 Tahun 2021 tentang Pengupahan 14. Peraturan Presiden Republik Indonesia Nomor 7 Tahun 2019 tentang Penyakit Akibat Kerja 15. Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 2/SEOJK.07/2014 tentang Pelayanan dan Penyelesaian Pengaduan Konsumen pada pelaku Jasa Keuangan 16. Peraturan Otoritas Jasa Keuangan Nomor 6/POJK.07/2022 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa Keuangan | <ol style="list-style-type: none"> 6. Law No. 40 of 2007 concerning Limited Liability Companies 7. Law of the Republic of Indonesia No. 21 of 2000 concerning Labor Unions 8. Law of the Republic of Indonesia No. 24 of 2011 concerning the Social Security Administration Agency 9. Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law 10. Law of the Republic of Indonesia No. 17 of 2023 concerning Health 11. Government Regulation (PP) No. 50 of 2012 concerning the Implementation of the Occupational Safety and Health Management System 12. Government Regulation of the Republic of Indonesia No. 35 of 2021 concerning Fixed-Term Employment Contracts, Outsourcing, Working Hours and Rest Periods, and Termination of Employment 13. Government Regulation of the Republic of Indonesia No. 36 of 2021 concerning Wages 14. Presidential Regulation of the Republic of Indonesia No. 7 of 2019 concerning Occupational Diseases 15. Financial Services Authority Circular Letter (SEOJK) No. 2/SEOJK.07/2014 concerning Consumer Complaint Handling and Resolution by Financial Services Providers 16. Financial Services Authority Regulation No. 6/POJK.07/2022 concerning Consumer and Public Protection in the Financial Services Sector |
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Berdasarkan regulasi di atas, selanjutnya IFG menyusun berbagai kebijakan internal sebagai panduan operasional keseharian di antaranya berkaitan dengan pengelolaan kepegawaian dengan berbagai aspeknya, Keselamatan dan Kesehatan Kerja (K3), tanggung jawab produk, serta Tanggung Jawab Sosial dan Lingkungan (TJSL).

PENGELOLAAN KEPEGAWAIAN

Pengelolaan kepegawaian di IFG diselenggarakan sesuai dengan ketentuan ketenagakerjaan yang berlaku di Indonesia, terutama Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan yang telah direvisi oleh UU No. 6 Tahun 2023, serta UU No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti UU No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang. Selain itu, IFG mengadopsi praktik ketenagakerjaan umum yang diterapkan di Indonesia, mencakup perencanaan tenaga kerja, proses seleksi dan rekrutmen, pengelolaan karier, sistem remunerasi, serta penyelenggaraan jaminan sosial dan program pensiun. Seluruh praktik tersebut menggambarkan komitmen Perseroan untuk menegakkan hak dan kewajiban ketenagakerjaan demi terwujudnya hubungan industrial yang harmonis dan berkelanjutan.

Based on various regulations above, IFG then compiles various internal policies as daily operational guidelines, including those related to employment management with its various aspects, Occupational Health and Safety (OHS), product responsibility, and Social and Environmental Responsibility (TJSL).

EMPLOYEE MANAGEMENT

Employee management at IFG is conducted in accordance with applicable employment laws and regulations in Indonesia, particularly Law No. 13 of 2003 on Manpower, as amended by Law No. 6 of 2023, and Law No. 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation as Law. Moreover, IFG adopts the general practice of manpower applied in Indonesia, covering workforce planning, selection and recruitment process, career management, remuneration system, as well as the provision of the social security and pension program. Every practices depicts the Company's commitment to upholding employment rights and obligations in order to foster harmonious and sustainable industrial relations.

Pengelolaan kepegawaian di lingkungan IFG menjadi kewajiban Divisi Sumber Daya Manusia sebagaimana diatur dalam Surat Keputusan Direksi Nomor 15 Tahun 2024 tentang Kebijakan Struktur Organisasi. Divisi tersebut dipimpin oleh Kepala Divisi Sumber Daya Manusia yang bertanggung jawab langsung kepada Direktur yang membawahi fungsi SDM. Dalam pelaksanaannya, Kepala Divisi SDM membawahi tiga departemen utama yang masing-masing memegang peran strategis dalam pengelolaan sumber daya manusia secara komprehensif, yaitu:

1. Departemen Strategi SDM, yang bertugas menyusun kebijakan, inisiatif strategis, dan perencanaan sumber daya manusia, termasuk perencanaan kebutuhan tenaga kerja, pengembangan struktur organisasi, serta penyusunan kebijakan dan prosedur SDM yang selaras dengan strategi perusahaan.
2. Departemen Manajemen Talenta, yang berperan dalam pengelolaan siklus hidup karyawan, meliputi rekrutmen dan seleksi, pengembangan kompetensi, manajemen kinerja, pengelolaan suksesi dan *talent pool*, hingga program-program peningkatan keterlibatan dan retensi talenta.
3. Departemen Layanan & Analisis SDM, yang mengelola layanan administrasi SDM, penggajian, manajemen data karyawan, serta menyajikan analisis dan pelaporan SDM berbasis data (*HR analytics*) untuk mendukung pengambilan keputusan yang lebih akurat dan berbasis data.

Struktur organisasi ini dirancang untuk memastikan bahwa seluruh fungsi pengelolaan SDM dapat berjalan secara terintegrasi, adaptif, dan responsif terhadap dinamika kebutuhan organisasi, serta mendukung pencapaian tujuan strategis perusahaan.

Untuk mendukung pencapaian visi dan misi, IFG menetapkan program kegiatan pengelolaan kepegawaian tahun 2025 sebagai berikut:

- a. HRIS Terintegrasi;
- b. Kajian Efektivitas Struktur Organisasi IFG dan Anggota Holding;
- c. Peningkatan Level *Human Capital Management Maturity* (HCMA);
- d. Kajian Efektivitas Pengelolaan SDM IFG dan Anggota Holding;
- e. Pemutakhiran Kamus Kompetensi Teknis sesuai dengan RJPP IFG Tahun 2025;
- f. *Talent Mobility* BOD-1 sampai dengan BOD-4; dan
- g. Implementasi *Employee Well-being Program*.

Dalam pelaksanaan pengelolaan karyawan selama tahun pelaporan, IFG menghadapi sejumlah tantangan, antara lain peningkatan produktivitas di seluruh Anggota Holding, penguatan pemanfaatan *HR data analytics*, penyesuaian tata kelola sumber daya manusia (SDM), serta optimalisasi implementasi *employee mobility*.

Employee management at IFG serves as the obligation for the Human Capital Division as stipulated in the Board of Directors' Decree No. 15 of 2024 on the Organizational Structure Policy. The Division is led by the Head of the Human Capital Division who is directly responsible for the Director overseeing the Human Capital Function. In its implementation, the Head of Human Capital Division oversees three main departments with each playing a strategic role in managing human capital comprehensively, details are as follows:

1. Human Capital Strategy Department, which is responsible for developing human capital policies, strategic initiatives, and workforce planning, including workforce requirements planning, organizational structure development, and the formulation of Human Capital policies and procedures aligned with the Company's strategy.
2. Talent Management Department, which is responsible for managing the employee lifecycle, including recruitment and selection, competency development, performance management, succession planning and talent pool management, as well as programs to enhance employee engagement and talent retention.
3. Service and Analysis Department, which is responsible for managing human capital administration services, payroll, and employee data management, as well as providing data-driven HR analysis and reporting (*HR analytics*) to support more accurate and data-driven decision-making.

This organizational structure is designed to ensure that every human capital management functions are conducted in an integrated, adaptive, and responsive manner to address the dynamic demands of the organization, as well as supporting the strategic goal of the company.

To support the achievement of its vision and mission, IFG established the following employee management programs for 2025:

- a. Integrated HRIS;
- b. Assessment of the Effectiveness of the Organizational Structure of IFG and Holding Members;
- c. Improvement of the Human Capital Management Maturity (HCMA) Level;
- d. Assessment of the Effectiveness of Human Capital Management at IFG and Holding Members;
- e. Update of the Technical Competency Dictionary in Line with IFG's 2025 Long-Term Corporate Plan (RJPP);
- f. Talent Mobility for BOD-1 to BOD-4; and
- g. Implementation of the Employee Well-being Program.

In managing its employees during the reporting year, IFG faced several challenges, including improving productivity across all Holding Members, strengthening the use of HR data analytics, aligning human capital governance, and optimizing the implementation of employee mobility.

Dalam menjawab tantangan tersebut, IFG melakukan berbagai langkah strategis, antara lain:

- Mendorong kajian efektivitas struktur organisasi pada masing-masing Anggota *Holding* untuk memastikan keselarasan struktur dengan *core business* dan strategi perusahaan, memperjelas peran dan fungsi, serta meminimalkan potensi duplikasi fungsi.
- Memantau proses pergeseran fungsi dari *enabler* menjadi *revenue generator*, khususnya pada Askrindo, Jasindo, dan IFG Life, termasuk memastikan kesiapan kompetensi karyawan yang terdampak oleh perubahan tersebut.
- Memantau efisiensi biaya operasional pada Anggota *Holding* untuk memastikan peningkatan produktivitas tidak hanya didorong oleh pertumbuhan pendapatan, tetapi juga melalui penguatan dan optimalisasi struktur biaya.

REKRUTMEN DAN TURNOVER

IFG menyelenggarakan proses rekrutmen secara terbuka sehingga setiap warga negara yang memenuhi kualifikasi berkesempatan mendaftar. Seleksi dilakukan secara objektif berdasarkan kapasitas dan kompetensi kandidat, tanpa memberi ruang pada praktik nepotisme atau intervensi calon titipan. Selaras dengan nilai-nilai yang dijunjung Perseroan dan sebagai bagian dari pelaksanaan Tanggung Jawab Sosial dan Lingkungan (TJSL), IFG mengutamakan perekrutan tenaga kerja lokal yaitu warga di sekitar wilayah operasional selama kandidat memenuhi kualifikasi dan kebutuhan perusahaan. Kebijakan ini diharapkan memberi manfaat nyata bagi komunitas sekitar atas keberadaan IFG.

Pada tahun 2025, IFG merekrut karyawan baru sebanyak sembilan orang, turun dibanding tahun sebelumnya dengan jumlah rekrutmen sebanyak 59 orang. Perubahan jumlah rekrutmen tersebut terjadi sejalan dengan adanya penyesuaian struktur organisasi yang tengah dilakukan Perusahaan sehingga pemenuhan karyawan difokuskan secara selektif hanya untuk menggantikan posisi yang kosong akibat karyawan yang pensiun atau mengundurkan diri. Hasil rekrutmen pada tahun pelaporan terdiri dari 4 (empat) karyawan *senior management*, 1 (satu) karyawan *middle management*, 3 (tiga) karyawan *level officer* dan 1 (satu) karyawan level staf.

Untuk memenuhi ketentuan Undang-Undang Nomor 8 Tahun 2016 tentang Penyandang Disabilitas, yang mewajibkan perusahaan mempekerjakan penyandang disabilitas minimal 2% dari total pegawai, saat ini IFG memiliki 5 (lima) orang karyawan difabel atau setara dengan 1,8% dari jumlah karyawan Perseroan. Seiring bertambahnya jumlah karyawan dan untuk memastikan kepatuhan terhadap ketentuan tersebut, IFG bekerja sama dengan konsultan pihak ketiga untuk mendukung proses penjangkauan dan perekrutan karyawan disabilitas secara lebih terstruktur dan inklusif.

To address these challenges, IFG performed various strategic measures, including:

- Encouraging assessments of organizational structure effectiveness at each Holding Member to ensure alignment with the core business and corporate strategy, clarify roles and functions, and minimize potential duplication of functions.
- Monitoring the transition of functions from enablers to revenue generators, particularly at Askrindo, Jasindo, and IFG Life, including ensuring the competency readiness of employees affected by the transition.
- Monitoring operating cost efficiency across Holding Members to ensure that productivity improvements are driven not only by revenue growth but also by strengthened and optimized cost structures.

RECRUITMENT AND TURNOVER

IFG conducts the recruitment process in an open and transparent manner so every citizen, whose qualification is met the requirements, has the opportunity to enroll. This selection is implemented objectively according to the capacity and competency of the candidate, without giving any space to nepotism or other intervention from the candidate referred by external parties. Aligned with the values that are upheld by the Company and as the part of the implementation of Social and Environmental Responsibility (TJSL), IFG prioritizes manpower recruitment from the locals or those living around the operational area—as long as the candidates meet the qualification and company's demands. This policy is expected to give real impact to the local community for IFG.

In 2025, IFG recruited nine new employees, less compared to the previous year with 59 new recruitments. This change was due to the organizational structure adjustment that was held by the Company therefore the employee recruitment is selectively focused on filling vacancies resulting from employee retirements or resignations. Recruitment during the reporting year comprised 4 (four) employees at the senior management level, 1 (one) at the middle management level, 3 (three) at the officer level, and 1 (one) at the staff level.

To comply with the provisions of Law No. 8 of 2016 concerning Persons with Disabilities, requiring the company to employ persons with disabilities, representing at least 2% of the total workforce, currently IFG employs 5 (five) employees with disabilities or 1.8% from the total employees of the Company. With the increasing number of employees and to ensure their compliance to the policy, IFG partners with a third-party consultant in an effort to apply a more structured and inclusive sourcing and recruitment of employees with disabilities.

Di samping penambahan melalui program rekrutmen, jumlah karyawan IFG juga berkurang karena berbagai alasan seperti pensiun, pengunduran diri, berakhirnya masa kontrak, meninggal dunia, dan lain-lain. Berdasarkan data dari Divisi Sumber Daya Manusia, selama tahun pelaporan tercatat sebanyak 36 karyawan yang berhenti bekerja dan meninggalkan Perseroan, turun dibandingkan tahun sebelumnya yang berjumlah 38 orang.

Dengan merujuk pada data karyawan masuk dan keluar karena berbagai alasan, tingkat *turnover* selama tahun pelaporan dapat dihitung. Dalam laporan ini, *turnover* didefinisikan sebagai kecenderungan atau intensitas individu untuk meninggalkan organisasi, yang umumnya dipicu oleh upaya mencari peluang kerja yang lebih baik. Oleh karena itu, karyawan yang berhenti karena pensiun normal atau meninggal dunia tidak dimasukkan dalam perhitungan tingkat *turnover*. Pemantauan penyebab keluar karyawan dan tingkat *turnover* tiap tahun menjadi indikator penting untuk mengevaluasi efektivitas strategi retensi dan manajemen SDM secara keseluruhan. Berikut ini disajikan data jumlah dan penyebab karyawan keluar dari perusahaan selama tiga tahun terakhir. Adapun rumus yang digunakan untuk menghitung tingkat *turnover* adalah:

$$\text{TO Tahunan} = \frac{\text{Jumlah pegawai yang berhenti kerja}}{\text{Number of Employees who Quit}} \times 100$$

$$\text{Annual Turn Over} = \frac{(\text{Jumlah pegawai awal tahun} + \text{Jumlah pegawai akhir tahun})/2}{(\text{Number of Employees at the beginning of the Year} + \text{Number of Employees at the Beginning of the year})/2} \times 100$$

Sesuai dengan definisi dan rumus tersebut, maka tingkat *turnover* untuk tiga tahun terakhir adalah sebagai berikut:

Despite the increase resulting from recruitment, IFG's workforce declined due to various factors, including retirement, resignation, expiration of employment contracts, and death. According to the data from the Human Capital Division throughout the reporting year, there are at least 36 employees who left the Company, less compared to the previous year with the amount of 38 employees.

By consulting to the data of employment and turnover due to various reasons, the extent of the turnover throughout the reporting year can be countable. In this report, the turnover is defined as the tendency or the frequency of the individual leaving the company, mostly caused by the attempt to seek for better job. Therefore, employee turnover data excludes employees who retire or pass away. Monitoring the reasons for employee departures and annual employee turnover rates is an important indicator for evaluating the effectiveness of the Company's retention and overall human capital management strategies. The following presents data on the number of employees who left the Company and the reasons for their departure over the past three years. The formula used to calculate the employee turnover rate is as follows:

Based on those definitions and formulas, the turnover rates for the past three years are as follows:

Jumlah dan Penyebab Karyawan Keluar dari Perusahaan Tahun 2023-2025

Number and Causes of Employees Leaving the Company in 2023-2025

Penyebab Causes	2025	2024	2023
Pensiun Retired	1	0	2
Meninggal dunia Passed away	0	0	0
Mengundurkan diri atas permintaan sendiri Resigned at their own request	35	37	32
Diberhentikan Laid off	0	1	0
Jumlah karyawan masuk Total Employee Joining the Company	9	59	106
Jumlah karyawan yang keluar Total employees quitting the Company	36	38	34
Jumlah karyawan di awal tahun Number of employees at the beginning of the year	308	300	242
Jumlah karyawan di akhir tahun Number of employees at the end of the year	275	308	300
Tingkat <i>turnover</i> Turnover Rate	12,7%	12,2%	12,5%

Sesuai tabel di atas, tingkat *turnover* pada tahun 2025 mengalami peningkatan dibanding tahun sebelumnya. Hal tersebut mengindikasikan bahwa dinamika pergerakan SDM masih relatif tinggi, tingginya angka tersebut dipengaruhi oleh kebutuhan penyesuaian organisasi, mobilitas karyawan antar entitas dalam grup, serta adanya karyawan yang memasuki masa pensiun dan mengundurkan diri. Kondisi ini menunjukkan pentingnya penguatan strategi retensi, pengelolaan talenta, serta perencanaan kebutuhan SDM secara lebih terintegrasi guna menjaga stabilitas organisasi dan kesinambungan kinerja Perusahaan.

KESETARAAN KESEMPATAN BEKERJA [OJK F.18]

IFG menjalankan prinsip kesetaraan dan anti-diskriminasi bagi seluruh karyawan sejak tahap rekrutmen. Perseroan menjamin hak dan kesempatan kerja yang setara tanpa membedakan etnis, ras, status sosial, warna kulit, jenis kelamin, atau kondisi fisik, sesuai ketentuan peraturan perundang-undangan ketenagakerjaan yang berlaku. Selaras dengan prinsip tersebut, IFG berkomitmen memperlakukan semua karyawan dengan adil dalam setiap aspek ketenagakerjaan, termasuk akses pekerjaan, penilaian kinerja, pengembangan karier, peningkatan kompetensi, pemberian remunerasi, dan lain-lain. Berdasarkan komitmen ini, IFG memastikan setiap individu memiliki peluang setara untuk menduduki posisi atau jabatan sesuai kapabilitas dan kompetensinya.

Penerapan kesetaraan kesempatan kerja oleh IFG merupakan bentuk kepatuhan terhadap sejumlah regulasi antara lain Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan dan Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja, yang selanjutnya diperbarui melalui UU Nomor 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti UU Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang. Praktik ini juga sejalan dengan Undang-Undang Nomor 21 Tahun 1999 yang mengesahkan Konvensi ILO No. 111 tentang Diskriminasi dalam Pekerjaan dan Jabatan, serta dengan Panduan Kesetaraan dan Non-Diskriminasi di Tempat Kerja yang dikeluarkan Kementerian Ketenagakerjaan.

PENDIDIKAN DAN PELATIHAN [OJK F.22]

Pengembangan kapasitas dan kompetensi karyawan menjadi pilar penting untuk mendukung pertumbuhan serta kinerja berkelanjutan IFG. Oleh karena itu, Perseroan secara konsisten menyelenggarakan berbagai program pendidikan dan pelatihan untuk memperkuat kapabilitas sumber daya manusia. Seluruh program pengembangan disusun berdasarkan kebutuhan Perseroan dan terbuka bagi semua karyawan tanpa membedakan jenis kelamin, sebagai bentuk komitmen terhadap prinsip kesetaraan dan inklusivitas. [GRI 3-3]

As shown in the table above, the turnover rate in 2025 increased compared to the previous year. This indicates that workforce dynamics remain relatively high; this high rate is influenced by the need for organizational adjustments, employee mobility across group entities, and employees reaching retirement age or resigning. This situation underscores the importance of strengthening retention strategies, talent management, and more integrated Human Capital planning to maintain organizational stability and the continuity of the Company's performance.

EQUAL OPPORTUNITY TO WORK [OJK F.18]

IFG upholds the principles of equality and anti-discrimination for all employees, starting from the recruitment process. The Company guarantees equal rights and employment opportunities without distinguishing ethnicity, race, social status, skin color, gender, or physical condition, in accordance with the provisions of applicable labor laws and regulations. In line with this principle, IFG is committed to treating all employees fairly in every aspect of employment, including access to jobs, performance appraisal, career development, competency development, remuneration, and others. Based on this commitment, IFG ensures that every individual has an equal opportunity to occupy a position or position in accordance with their capabilities and competencies.

IFG's implementation of equal employment opportunities constitutes compliance with a number of regulations, including Law No. 13 of 2003 on Manpower and Law No. 11 of 2020 on Job Creation, which was subsequently updated through Law Number 6 of 2023 concerning the Stipulation of Government Regulations in Lieu of Law No. 2 of 2022 on Job Creation into a Law. This practice is also in line with Law No. 21 of 1999, which ratified ILO Convention No. 111 Concerning Discrimination in Respect of Employment and Occupation, and Guidelines for Equality and Non Discrimination in the Workplace issued by the Ministry of Manpower.

EDUCATION AND TRAINING [OJK F.22]

Developing employees' capacity and competencies is a key pillar in supporting IFG's sustainable growth and performance. Therefore, the Company consistently organizes various education and training programs to strengthen the capability of human capital. All development programs are prepared based on the needs of the Company and are open to all employees regardless of gender as a form of commitment to the principles of equality and inclusiveness. [GRI 3-3]

Mengacu pada kebijakan pengembangan kompetensi, selama tahun 2025 IFG telah melaksanakan sebanyak 163 (seratus enam puluh tiga) program pembelajaran yang diikuti oleh karyawan IFG dan dilaksanakan secara *in-house* maupun *public training*. Dari program pembelajaran tersebut, IFG Corporate University melaksanakan 118 (seratus delapan belas) pelatihan, 40 (empat puluh) sertifikasi, dan 5 (lima) non pelatihan. Program pengembangan tersebut mencakup kompetensi leadership dan manajerial, teknis serta nonteknis yang relevan dengan kebutuhan bisnis dan pengembangan karier karyawan. Implementasi kebijakan di atas menunjukkan terbukanya kesempatan yang sama bagi karyawan untuk mengikuti beragam program pengembangan yang diselenggarakan Perseroan. [GRI 404-2]

In accordance with the competency development policy, throughout 2025, IFG conducted 163 (one hundred and sixty-three) learning programs for IFG employees, delivered through both in-house and public training. Of these learning programs, IFG Corporate University conducted 118 (one hundred eighteen) training programs, 40 (forty) certification programs, and 5 (five) non-training programs. These development programs covered leadership and managerial, technical, and non-technical competencies relevant to business needs and employees' career development. The implementation of this policy demonstrates that employees are provided with equal opportunities to participate in the various development programs organized by the Company. [GRI 404-2]

Realisasi Pelatihan Karyawan berdasarkan Jam Pelatihan Tahun 2023-2025

Realization of Employee Training by Training Hours In 2023- 2025

Uraian Description	2025	2024	2023
Jumlah Jam Pelatihan <i>Soft Skill</i> Total Soft Skill Training Hour	7.724,5	622	5.684
Jumlah Jam Pelatihan Teknis Total Technical Skill Training Hour	17.164	15.045	34.451
Jumlah Jam Pelatihan Total Training Hour	24.894	15.667	40.135

Sesuai tabel di atas, total jam pelatihan pada tahun 2025 naik dibandingkan tahun sebelumnya. Hal tersebut menunjukkan konsistensi IFG dalam mengembangkan kompetensi dan kapasitas karyawan untuk mendukung tugas pokok masing-masing karyawan. Adapun rerata jam pelatihan menurut jenis kelamin dan level jabatan disampaikan dalam tabel berikut: [GRI 404-1]

As shown in the table above, the total number of training hours in 2025 increased compared to the previous year. This shows IFG's consistent commitment to developing employees' competencies and capacities to support their respective core responsibilities. The average number of training hours by gender and position level is presented in the following table: [GRI 404-1]

Tabel Pelatihan Tahun 2025

Table of Training in 2025

Uraian Description	2025		
	Jumlah Pekerja yang Memperoleh Pelatihan Total Number of Employees Obtaining Training Hour	Jam Pelatihan Training Hour(s)	Rata-Rata Jam Pelatihan Setiap Pekerja Average Training Hours for Each Worker
Keseluruhan Overall	4.724	28.948	6,13
Berdasarkan Jenis Kelamin By Gender			
Laki-laki Male	2.886	17.854	6,18
Perempuan Female	1.838	11.094	6,03
Berdasarkan Kategori Jabatan Karyawan By Employee's Position Category			
Non Staff	5	27	5,4
Staff	1.277	6.516	5,1
Senior Staff	623	3.887	6,24

Tabel Pelatihan Tahun 2025
Table of Training in 2025

Uraian Description	2025		
	Jumlah Pekerja yang Memperoleh Pelatihan Total Number of Employees Obtaining Training Hour	Jam Pelatihan Training Hour(s)	Rata-Rata Jam Pelatihan Setiap Pekerja Average Training Hours for Each Worker
Assistant Manager	391	2.558	6,54
Manager	706	4.656	6,59
Senior Manager	681	4.268	6,27
Assistant Vice President	748	4.635	6,20
Vice President	257	1.489	5,79
Senior Vice President	36	912	25,33
TOTAL	4.724	28.948	6,13

Tabel Pelatihan Tahun 2024
Table of Training in 2024

Uraian Description	2024		
	Jumlah Pekerja yang Memperoleh Pelatihan Total Number of Employees Obtaining Training Hours	Jam Pelatihan Training Hour(s)	Rata-Rata Jam Pelatihan Setiap Pekerja Average Training Hours for Each Worker
Keseluruhan Overall	891	15.666	17,6
Berdasarkan Jenis Kelamin By Gender			
Laki-Laki Male	496	8.616	17,4
Perempuan Female	395	5.293	17,8
Berdasarkan Kategori Jabatan Karyawan By Employee's Position Category			
Non Staff	0	0	0
Staff	242	1.811	7,5
Senior Staff	118	4.766	19,7
Assistant Manager	73	2.317	19,6
Manager	134	901	12,3
Senior Manager	127	2.204	16,4
Assistant Vice President	142	2.293	18,1
Vice President	48	2.355	16,6
Senior Vice President	7	712	14,8
TOTAL	891	15.666	17,6

Tabel Pelatihan Tahun 2023
Table of Training in 2023

Uraian Description	2023		
	Jumlah Pekerja yang Memperoleh Pelatihan Total Number of Employees Obtaining Training Hours	Jam Pelatihan Training Hour(s)	Rata-Rata Jam Pelatihan Setiap Pekerja Average Training Hours for Each Worker
Keseluruhan Overall	2.035	40.135	19,7
Berdasarkan Jenis Kelamin Overall			
Laki-laki Male	1.187	23.408	19,7
Perempuan Female	848	16.727	19,7
Berdasarkan Kategori Jabatan Karyawan By Employee's Position Category			
Non Staff	1	57	19
Staff	546	8.675	8,2
Senior Staff	508	10.419	9,8
Assistant Manager	645	14.470	22,4
Manager	206	3.489	13,9
Senior Manager	44	1.301	5,2
Assistant Vice President	4	97	1,3
Vice President	58	956	13,6
Senior Vice President	4	81	1,1
TOTAL	2.035	40.135	19,7

Berdasarkan tabel di atas, pada tahun 2025, rerata jam pelatihan karyawan laki-laki lebih tinggi dibanding dengan karyawan perempuan. Adapun rerata jam pelatihan terendah menurut kategori jabatan adalah staf, sedangkan rerata tertinggi adalah *Senior Vice President*. Perbedaan rerata jam pelatihan tersebut tidak menunjukkan bahwa IFG membedakan jenis kelamin atau level jabatan dalam penyelenggaraan pendidikan dan pelatihan, tetapi semua disesuaikan dengan tingkat kebutuhan perusahaan.

Selain memberikan pendidikan dan pelatihan bagi karyawan aktif, IFG juga memberikan perhatian yang sama bagi karyawan yang akan memasuki masa pensiun. Pelatihan ini bertujuan untuk membekali mereka dengan keterampilan sesuai minat masing-masing sehingga dapat membuka usaha secara mandiri. Dengan bekal tersebut, diharapkan kehidupan pasca-pensiun tetap produktif dan mampu menghasilkan pendapatan yang mendukung kesejahteraan mereka di masa mendatang. Program pendidikan atau pelatihan prapensiun di IFG dapat diikuti oleh karyawan enam bulan sebelum mencapai usia pensiun pada 56 tahun. [GRI 404-2]

Guna merealisasikan pengembangan kompetensi karyawan tahun 2025, IFG mengalokasikan anggaran pelatihan sebesar Rp29,74 miliar, naik sebesar Rp16,15 miliar atau 118,7% bila dibandingkan anggaran tahun 2024 yaitu sebesar Rp13,59 miliar. Sementara itu, realisasi biaya pelatihan karyawan mencapai Rp28,83 miliar atau naik 120,75% dibandingkan realisasi tahun sebelumnya, yang tercatat sebesar Rp13,06 miliar.

Based on the table above, in 2025, the average number of training hours for male employees was higher than that for female employees. The lowest average number of training hours by position category was for staff, while the highest was for Senior Vice Presidents. These differences in average training hours do not indicate that IFG discriminates based on gender or position level in the delivery of education and training; rather, all are tailored to the company's specific needs.

In addition to providing education and training for active employees, IFG also provides support for employees approaching retirement. The training aims to equip them with skills aligned with their individual interests, enabling them to establish their own businesses. With these skills, employees are expected to remain productive after retirement and generate income to support their future well-being. IFG's pre-retirement education and training program is available to employees starting six months before they reach the retirement age of 56. [GRI 404-2]

To achieve its 2025 employee competency development goals, IFG has allocated a training budget of IDR 29.74 billion, an increase of IDR 16.15 billion, or 118.7%, compared to the 2024 budget of IDR 13.59 billion. Meanwhile, realization of employee training expenses reached IDR 28.83 billion, a 120.75% increase compared to the previous year's figure of IDR 13.06 billion.

Tabel Realisasi Biaya Pendidikan dan Pelatihan Tahun 2023-2025
Table of Education and Training Expenditures Realization in 2023-2025

Deskripsi Description	2025 (Rp Miliar) (billion IDR)	2024 (Rp Miliar) (billion IDR)	2023 (Rp Miliar) (billion IDR)	Peningkatan (Penurunan) 2025 – 2024 Increase (Decrease) 2025 – 2024	
				Selisih (Rp) Difference (IDR)	Persentase (%) Percentage (%)
Pendidikan dan Pelatihan Education and Training	28,83	13,06	9,87	15,77	120,75

PENILAIAN KARYAWAN DAN PENGEMBANGAN KARIER

Perseroan melaksanakan penilaian kinerja bagi seluruh karyawan tanpa membedakan jenis kelamin sebagai bentuk penghargaan atas kontribusi mereka sepanjang tahun. Penilaian ini meliputi dua aspek utama, yaitu pencapaian kinerja dan penerapan nilai Akhlak. Proses evaluasi dilakukan terhadap 100% karyawan setiap tahun atau sesuai kebutuhan perusahaan.

Di luar penilaian rutin tahunan yang menjadi dasar penentuan kenaikan gaji dan tunjangan pada tahun berikutnya, Perseroan juga menyelenggarakan penilaian berkala pada saat diperlukan. Penilaian tersebut bertujuan mengidentifikasi karyawan dengan kompetensi yang sesuai ketika perusahaan membutuhkan talenta untuk posisi atau tanggung jawab tertentu. Hasil evaluasi kemudian digunakan sebagai dasar pengambilan keputusan terkait promosi, rotasi, atau mutasi karyawan.

Berdasarkan penilaian yang dilaksanakan pada tahun 2025, IFG telah merealisasikan program pengembangan karier dalam bentuk rotasi 43 karyawan atau setara dengan 15,63% dari total karyawan Perusahaan dan *talent mobility* kepada 6 karyawan atau setara dengan 2,18% dari total karyawan Perusahaan.

UPAH MINIMUM REGIONAL

IFG menempatkan pemenuhan upah atau imbalan kerja (remunerasi) sebagai hak normatif karyawan yang diprioritaskan. Perseroan menerapkan sistem remunerasi berdasarkan pengalaman, kompetensi, dan kinerja masing-masing karyawan tanpa membedakan jenis kelamin. Dengan demikian, setiap karyawan berhak mendapatkan perlakuan setara dalam sistem pengupahan, dan perbedaan besaran upah hanya timbul akibat variasi pencapaian kinerja atau prestasi individu. Komitmen ini mencerminkan kepatuhan IFG terhadap peraturan ketenagakerjaan nasional serta implementasi Konvensi ILO No. 100 Tahun 1951 tentang pengupahan yang sama untuk pekerjaan bernilai sama.

Dalam kerangka sistem remunerasi tersebut, Perseroan menyediakan komponen penghasilan yang meliputi gaji pokok, berbagai tunjangan, serta bonus atau insentif kinerja yang disesuaikan dengan tingkat jabatan. Ketentuan terkait diatur dalam Surat Keputusan Direksi Nomor: 034/SK/DIR/

EMPLOYEE ASSESSMENT AND CAREER DEVELOPMENT

The Company conducts performance assessment for all employees, regardless of gender, as a way of recognizing their contributions throughout the year. These assessment cover two main aspects: performance achievements and the application of Akhlak values. The evaluation process is conducted for 100% of employees each year or as needed by the company.

In addition to the annual performance evaluations, which serve as the basis for determining salary increases and allowances for the following year, the Company also conducts periodic evaluations as needed. These evaluations aim to identify employees with the appropriate competencies when the Company requires talent for specific positions or responsibilities. The results of these evaluations are then used as the basis for decision-making regarding employee promotions, rotations, or transfers.

Based on an assessment conducted in 2025, IFG has implemented a career development program involving the rotation of 43 employees, equivalent to 15.63% of the Company's total employees, and talent mobility for 6 employees, equivalent to 2.18% of the Company's total employees.

REGIONAL MINIMUM WAGE

IFG prioritizes the payment of wages or remuneration as a fundamental right of employees. The Company implements a remuneration system based on each employee's experience, competencies, and performance, without discrimination based on gender. Thus, every employee is entitled to equal treatment under the wage system, and differences in wage amounts arise solely from variations in individual performance or achievements. This commitment reflects IFG's compliance with national labor regulations and its implementation of ILO Convention No. 100 of 1951 concerning equal pay for work of equal value.

Under this remuneration system, the Company provides compensation components that include base salary, various allowances, and performance bonuses or incentives adjusted according to position level. The relevant provisions are set forth in Board of Directors' Decree No. 034/SK/DIR/CORP/BPUI/

CORP/BPUI/IX/2020 tentang Kebijakan Penghasilan Karyawan Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia. Adapun tunjangan yang diberikan kepada karyawan IFG adalah sebagai berikut:

1. Tunjangan Hari Raya
2. Tunjangan Cuti Tahunan
3. Tunjangan Jabatan
4. Tunjangan Operasional
5. Tunjangan Induk Perusahaan
6. Tunjangan Keahlian
7. Tunjangan Makan
8. Tunjangan Cuti Besar

Untuk karyawan tetap pada golongan terendah, Perseroan menetapkan upah minimum yang sesuai ketentuan berlaku sekaligus mempertimbangkan pemenuhan kebutuhan hidup layak. Penetapan besaran upah minimum memperhitungkan faktor seperti harga kebutuhan pokok, tingkat inflasi, standar kelayakan hidup, serta variabel relevan lainnya.

IFG juga mengacu pada Keputusan Menteri Tenaga Kerja dan Transmigrasi Nomor 226 Tahun 2000 sebagai dasar penyesuaian beberapa ketentuan terkait upah minimum. Untuk penetapan upah minimum tahun 2025, Perseroan telah memenuhi ketentuan dalam Peraturan Menteri Ketenagakerjaan Nomor 16 Tahun 2024 mengenai Penetapan Upah Minimum Tahun 2025.

Berpedoman pada regulasi tersebut dan komitmen untuk meningkatkan kesejahteraan karyawan, IFG memberikan remunerasi bagi karyawan tetap level terendah sesuai upah yang berlaku di Provinsi DKI Jakarta tahun 2025 sebagaimana tabel berikut: [OJK F.20]

IX/2020 concerning the Employee Compensation Policy of the State-Owned Enterprise (Persero) PT Bahana Pembinaan Usaha Indonesia. The allowances provided to IFG employees are as follows:

1. Holiday Allowance
2. Annual Leave Allowance
3. Position Allowance
4. Operational Allowance
5. Parent Company Allowance
6. Expertise Allowance
7. Meal Allowance
8. Extended Leave Allowance

For permanent employees in the lowest pay grade, the Company sets a minimum wage in accordance with applicable regulations while also taking into account the need to ensure a decent standard of living. The determination of the minimum wage takes into account factors such as the prices of basic necessities, the inflation rate, the standard of living, and other relevant variables.

IFG also refers to the Decree of the Minister of Manpower and Transmigration No. 226 of 2000 as the basis for adjusting several provisions related to the minimum wage. For the determination of the 2025 minimum wage, the Company has complied with the provisions of Minister of Manpower Regulation No. 16 of 2024 concerning the Determination of the 2025 Minimum Wage.

In accordance with these regulations and its commitment to improving employee welfare, IFG provides remuneration for permanent employees at the lowest pay grade in accordance with the wages in effect in the Special Capital Region of Jakarta in 2025, as shown in the following table: [OJK F.20]

Tabel Perbandingan Upah Karyawan Baru Level Terendah dibanding Upah Minimum Provinsi Tahun 2025
Comparison Table of Lowest Level New Employee Wages Compared to the Provincial Minimum Wage in 2025

No.	Wilayah Operasional Operational Area	Provinsi/Daerah Province/Region	Imbal Jasa Karyawan Tetap Level Terendah Compensation for the Lowest Level Permanent Employee	Upah Minimum Provinsi Provincial Minimum Wage	Persentase/Rasio Percentage/Ratio
	1	2	3	4	3:4
1.	Kantor Pusat/Holding Headquarters/Holding Company	DKI Jakarta	Rp7.560.022	Rp5.396.761	140%

TENAGA KERJA ANAK DAN KERJA PAKSA [OJK F.19]

IFG berpegang teguh pada komitmen untuk menghapus praktik pekerja anak dan kerja paksa karena kedua praktik tersebut melanggar hak asasi manusia dan bertentangan dengan prinsip etika ketenagakerjaan. Sebagai wujud komitmen ini, Perseroan menetapkan batas usia minimum bagi seluruh karyawan, baik tetap maupun kontrak, yaitu minimal 18 tahun atau telah tergolong dewasa sebagaimana diatur dalam Undang-Undang Nomor 35 Tahun 2014 tentang Perubahan atas Undang-Undang Nomor 23 Tahun 2002 tentang Perlindungan Anak. Ketentuan ini sejalan dengan kebijakan rekrutmen IFG yang mensyaratkan pendidikan minimal Sarjana (S1) dan usia minimal 18 tahun bagi calon karyawan.

CHILD LABOR AND FORCED LABOR [OJK F.19]

IFG remains firmly committed to eliminating child labor and forced labor, as both practices violate human rights and are contrary to the principles of labor ethics. As a manifestation of this commitment, the Company sets a minimum age limit for all employees, both permanent and contract, namely at least 18 years old or classified as an adult as stipulated in Law Number 35 of 2014 concerning Amendments to Law Number 23 of 2002 concerning Child Protection. This provision is in line with IFG's recruitment policy, which requires a minimum Bachelor's degree (S1) education and a minimum age of 18 years for prospective employees.

Jam kerja karyawan di IFG ditetapkan 40 jam per minggu sesuai ketentuan pasal 77 Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan, yaitu 8 (delapan) jam per hari dan 40 (empat puluh) jam per minggu untuk 5 (lima) hari kerja. Dengan pengaturan tersebut, setiap karyawan memperoleh waktu istirahat yang memadai. Bagi karyawan yang bekerja lembur melebihi 40 (empat puluh) jam per minggu, kompensasi diberikan sesuai ketentuan yang berlaku sehingga praktik kerja paksa dapat dihindari.

Semangat Perseroan untuk turut serta menghapus pekerja anak dan kerja paksa juga berlandaskan ratifikasi konvensi internasional terkait antara lain Undang-Undang No. 20 Tahun 1999 tentang Pengesahan ILO Convention No. 138 mengenai Usia Minimum untuk Diperbolehkan Bekerja, serta Undang-Undang No. 1 Tahun 2000 tentang Pengesahan ILO Convention No. 182 mengenai Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk untuk Anak. Sementara itu, pemberlakuan jam kerja dengan batasan waktu yang jelas, yang mencegah kerja paksa, sejalan dengan Undang-Undang No. 19 Tahun 1999 tentang Pengesahan ILO Convention No. 105 mengenai Penghapusan Kerja Paksa.

Konsistensi IFG untuk tidak mempekerjakan anak serta menerapkan jam kerja sesuai ketentuan menunjukkan hasil yang positif, terlihat dari tidak adanya sanksi atau denda dari regulator terkait kedua isu tersebut. Selain itu, sepanjang tahun pelaporan Perseroan tidak menerima pengaduan dari masyarakat yang terkait dugaan praktik pekerja anak maupun kerja paksa. [OJK F.19] [GRI 2-27]

LINGKUNGAN KERJA YANG LAYAK DAN AMAN [OJK F.21]

IFG menempatkan lingkungan kerja yang layak dan aman berdasarkan prinsip Keselamatan dan Kesehatan Kerja (K3) sebagai prioritas utama, dengan target tercapainya kondisi tanpa kecelakaan kerja (*zero accident*) dan nihil penyakit akibat kerja. Komitmen ini lahir dari keyakinan bahwa lingkungan kerja yang sehat dan aman mendukung ketenangan, kenyamanan, dan fokus karyawan, yang pada gilirannya meningkatkan produktivitas serta kinerja mereka. [GRI 3-3]

Dalam laporan ini, lingkungan kerja mencakup semua elemen di sekitar karyawan yang berpotensi memengaruhi pelaksanaan tugas. Untuk menciptakan kondisi kerja yang optimal, Perseroan terus menerapkan peraturan yang relevan, baik yang berkaitan dengan keselamatan kerja, kesehatan, maupun pencegahan penyakit akibat kerja.

Sebagai langkah untuk meminimalkan risiko kecelakaan kerja, IFG merancang tata letak kantor secara efisien dan menyediakan peralatan kerja ergonomis sehingga lingkungan kerja menjadi lebih sehat, aman, dan nyaman. Perseroan juga melengkapi fasilitas pendukung K3 untuk antisipasi situasi darurat antara lain alat deteksi asap, Alat Pemadam Api Ringan (APAR), hidran, kotak Pertolongan Pertama pada Kecelakaan (P3K), tempat ibadah, area parkir, dan sistem keamanan 24 jam.

Working hours for IFG employees are set at 40 hours per week in accordance with Article 77 of Law No. 13 of 2003 concerning Manpower, namely 8 (eight) hours per day and 40 (forty) hours per week for 5 (five) working days. With this arrangement, every employee obtains adequate rest time. For employees who work overtime exceeding 40 (forty) hours per week, compensation is provided in accordance with applicable provisions so that forced labor practices can be avoided.

The Company's commitment to participate in eliminating child labor and forced labor is also grounded in the ratification of relevant international conventions, including Law No. 20 of 1999 concerning the Ratification of ILO Convention No. 138 concerning the Minimum Age for Admission to Employment, and Law No. 1 of 2000 concerning the Ratification of ILO Convention No. 182 concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labor. Meanwhile, the implementation of working hours with clear time limits, which prevents forced labor, is in line with Law No. 19 of 1999 concerning the Ratification of ILO Convention No. 105 concerning the Elimination of Forced Labor.

IFG's consistency in not employing children and implementing working hours in accordance with applicable provisions has shown positive results, as reflected in the absence of sanctions or fines from regulators related to both issues. In addition, throughout the reporting year the Company did not receive any complaints from the public related to alleged child labor or forced labor practices. [OJK F.19] [GRI 2-27]

DECENT AND SAFE WORKING ENVIRONMENT [OJK F.21]

IFG places a decent and safe working environment based on the principles of Occupational Health and Safety (OHS) as a top priority, with the target of achieving conditions free of workplace accidents (*zero accident*) and zero occupational diseases. This commitment stems from the belief that a healthy and safe working environment supports employees' peace of mind, comfort, and focus, which in turn improves their productivity and performance. [GRI 3-3]

In this report, the working environment covers all elements around employees that have the potential to affect the performance of their duties. To create optimal working conditions, the Company continues to implement relevant regulations, whether related to occupational safety, health, or the prevention of occupational diseases.

As a step to minimize the risk of workplace accidents, IFG efficiently designs office layouts and provides ergonomic work equipment so that the working environment becomes healthier, safer, and more comfortable. The Company also equips OHS support facilities to anticipate emergency situations, including smoke detectors, light fire extinguishers (APAR), hydrants, First Aid (P3K) kits, places of worship, parking areas, and a 24-hour security system.

Di samping penyediaan sarana dan prasarana K3, IFG secara berkelanjutan melakukan sosialisasi mengenai pentingnya K3 sebagai tanggung jawab bersama seluruh karyawan. Berkat komitmen dan langkah-langkah preventif tersebut, selama tahun 2025 tidak tercatat kecelakaan kerja yang mengakibatkan kematian maupun penyakit akibat kerja di lingkungan IFG. [GRI 403-9, 403-10]

TANGGUNG JAWAB TERHADAP MASYARAKAT

Hubungan harmonis dengan masyarakat sekitar menjadi salah satu pilar utama bagi IFG dalam menjaga keberlanjutan usaha. Oleh karena itu, Perseroan secara konsisten membangun komunikasi positif serta menciptakan kemitraan yang saling menguntungkan dengan seluruh pemangku kepentingan, khususnya masyarakat di wilayah operasionalnya.

Salah satu wujud nyata dari komitmen ini adalah pelaksanaan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) atau *Corporate Social Responsibility* (CSR). Bagi IFG, TJSL/CSR merupakan bagian yang tidak terpisahkan dari penerapan tata kelola perusahaan yang baik, sekaligus memberikan kontribusi langsung dalam mewujudkan pembangunan berkelanjutan melalui keseimbangan antara aspek ekonomi, lingkungan, dan sosial. Pelaksanaan program ini juga menunjukkan dukungan IFG terhadap 17 Tujuan Pembangunan Berkelanjutan (TPB) atau *Sustainable Development Goals* (SDGs) yang dicanangkan oleh pemerintah Indonesia.

Selain mengacu pada Undang-Undang Perseroan Terbatas, sebagai bagian dari Badan Usaha Milik Negara (BUMN), pelaksanaan TJSL IFG juga merujuk pada regulasi terbaru, yaitu Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara. Sesuai peraturan tersebut, BUMN dapat melaksanakan TJSL melalui Program Pendanaan Usaha Mikro dan Usaha Kecil (Pendanaan UMK), serta Bantuan dan/atau Kegiatan Lainnya, termasuk kegiatan Pembinaan. Selain itu, pelaksanaan TJSL juga mengacu pada Surat Keputusan Direksi Perusahaan Perseroan (Persero) PT Bahana Pembinaan Usaha Indonesia Nomor 52 Tahun 2024 terkait Piagam dan Kerangka Acuan Kerja Komite Tanggung Jawab Sosial dan Lingkungan.

Pemberlakuan regulasi baru ini telah mengubah paradigma pelaksanaan TJSL dari pendekatan yang bersifat filantropi semata menjadi strategi yang lebih terarah. Pendekatan ini mempertimbangkan serta mengelola dampak dan risiko bisnis Perseroan guna menciptakan keberlanjutan bagi lingkungan, masyarakat, dan perusahaan itu sendiri.

Sejalan dengan perubahan tersebut, pelaksanaan Program TJSL BUMN oleh IFG dan Anggota *Holding* kini mengadopsi pendekatan *Creating Shared Value* (CSV). Pendekatan ini menjadikan TJSL sebagai bagian integral dari strategi bisnis

In addition to providing OHS facilities and infrastructure, IFG continuously conducts dissemination on the importance of OHS as a shared responsibility of all employees. With these commitments and preventive measures in place, there were no recorded workplace accidents resulting in fatalities or work-related illnesses at IFG throughout 2025. [GRI 403-9, 403-10]

RESPONSIBILITY TO THE COMMUNITY

Harmonious relations with the surrounding community are one of the main pillars for IFG in maintaining business sustainability. Therefore, the Company consistently builds positive communication and creates mutually beneficial partnerships with all stakeholders, especially the community in its operational area.

One of the tangible manifestations of this commitment is the implementation of various Social and Environmental Responsibility (TJSL) or Corporate Social Responsibility (CSR) programs. For IFG, TJSL/CSR is an integral part of the implementation of good corporate governance, as well as making a direct contribution to realizing sustainable development through a balance between economic, environmental, and social aspects. The implementation of this program also shows IFG's support for the 17 Sustainable Development Goals (SDGs) launched by the Indonesian government.

In addition to referring to the Limited Liability Company Law, as part of State-Owned Enterprises (SOEs), the implementation of the TJSL IFG also refers to the latest regulations, namely the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises. In accordance with these regulations, SOEs can implement TJSL through the Micro and Small Business Funding Program (MSE Funding), as well as Other Assistance and/or Activities, including Coaching activities. In addition, the implementation of TJSL also refers to the Decree of the Board of Directors of the Company (Persero) PT Bahana Pembinaan Usaha Indonesia Number 52 of 2024 related to the Charter and Framework of Reference of the Social and Environmental Responsibility Committee.

The implementation of this new regulation has changed the paradigm of implementing TJSL from a purely philanthropic approach to a more targeted strategy. This approach considers and manages the Company's business impacts and risks to create sustainability for the environment, society, and the company itself.

In line with these changes, the implementation of the SOE TJSL Program by IFG and Holding Members now adopts the Creating Shared Value (CSV) approach. This approach makes TJSL an integral part of the company's business

perusahaan, sehingga tidak hanya meningkatkan daya saing, tetapi juga memberikan manfaat sosial dan ekonomi yang nyata bagi masyarakat dan lingkungan. Melalui CSV, berbagai isu strategis yang relevan dengan perusahaan diidentifikasi dan diubah menjadi kegiatan TJSL yang memberikan dampak langsung serta berkelanjutan.

TUJUAN DAN SASARAN PROGRAM TJSL BUMN [GRI 3-3]

Tujuan dan sasaran yang ingin dicapai pada pelaksanaan Program TJSL BUMN adalah sebagai berikut:

1. Memberikan kebermanfaatan bagi perusahaan dalam pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi perusahaan;
2. Berkontribusi pada penciptaan nilai tambah bagi perusahaan dengan prinsip terintegrasi, terarah dan terukur dampaknya serta akuntabel;
3. Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta membantu masyarakat sekitar perusahaan; dan
4. Mendukung misi strategis inisiatif perusahaan BPUI dan penjaminan.

Pilar Utama Program TJSL BUMN [GRI 3-3]

Pelaksanaan Program TJSL didasarkan atas Empat Pilar utama Tujuan Pembangunan Berkelanjutan (TPB) yang memuat 17 (tujuh belas) butir TPB sebagai berikut:

1. Sosial
Tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat. Pilar Sosial meliputi tujuan:
 - a. Mengentaskan Kemiskinan (TPB 1);
 - b. Mengakhiri Kelaparan (TPB 2);
 - c. Kehidupan Sehat dan Sejahtera (TPB 3);
 - d. Pendidikan Berkualitas (TPB 4); dan
 - e. Kestaraan Gender (TPB 5).
2. Lingkungan
Pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan. Pilar Lingkungan meliputi tujuan:
 - a. Penyediaan Air Bersih dan Sanitasi Layak (TPB 6);
 - b. Pembangunan Kota dan Permukiman yang Layak (TPB 11);
 - c. Proses Konsumsi dan Produksi yang Bertanggung jawab (TPB 12);
 - d. Penanganan Perubahan Iklim (TPB 13);
 - e. Menjaga Ekosistem Lautan (TPB 14); dan
 - f. Menjaga Ekosistem Daratan (TPB 15).
3. Ekonomi
Tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau, dan didukung kemitraan. Pilar Ekonomi meliputi tujuan:
 - a. Penggunaan Energi Bersih dan Terjangkau (TPB 7);
 - b. Pekerjaan Layak dan Pertumbuhan Ekonomi (TPB 8);

strategy, so that it not only increases competitiveness, but also provides real social and economic benefits for society and the environment. Through CSV, various strategic issues relevant to the company are identified and transformed into TJSL activities that have a direct and sustainable impact.

GOALS AND OBJECTIVES OF THE SOE TJSL PROGRAM [GRI 3-3]

The goals and objectives to be achieved in the implementation of the SOE TJSL Program are as follows:

1. Providing benefits for companies in economic development, social development, environmental development as well as law and governance development for companies;
2. Contributing to the creation of added value for the company with integrated, directed and measurable principles of impact and accountability;
3. Fostering micro and small businesses to be more resilient and independent and helping the community around the company; and
4. Supporting the strategic mission of BPUI corporate initiatives and guarantees.

Main Pillars of the SOE TJSL Program [GRI 3-3]

The implementation of the TJSL Program is based on the Four Main Pillars of the Sustainable Development Goals (SDGs) which contain 17 (seventeen) SDG items as follows:

1. Social
Achieving the fulfillment of quality basic human rights in a fair and equal manner to improve welfare for the entire community. The Social Pillar includes these goals:
 - a. No Poverty (SDG 1);
 - b. Zero Hunger (SDG 2);
 - c. Good Health and Well-being (SDG 3);
 - d. Quality Education (SDG 4);
 - e. Gender Equality (SDG 5).
2. Environment
The sustainable management of natural resources and the environment as the support of all life. The Environmental Pillar includes these goals:
 - a. Clean Water and Sanitation (SDG 6);
 - b. Sustainable Cities and Communities (SDG 11);
 - c. Responsible Consumption and Production (SDG 12);
 - d. Climate Action (SDG 13);
 - e. Life Below Water (SDG 14); and
 - f. Life on Land (SDG 15).
3. Economy
Achieving quality economic growth through sustainable employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy and supported by partnerships. The Economy Pillar includes these goals:
 - a. Affordable and Clean Energy (SDG 7);
 - b. Decent Work and Economic Growth (SDG 8);

- c. Industri, Ekonomi dan Infrastruktur (TPB 9);
 - d. Mengurangi Kesenjangan (TPB 10); dan
 - e. Melakukan Kemitraan untuk Mencapai Tujuan (TPB 17).
4. Hukum dan Tata Kelola
- Terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel, dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum. Pilar Hukum dan Tata Kelola meliputi tujuan Perdamaian, Keadilan dan Kelembagaan yang Tangguh (TPB 16).

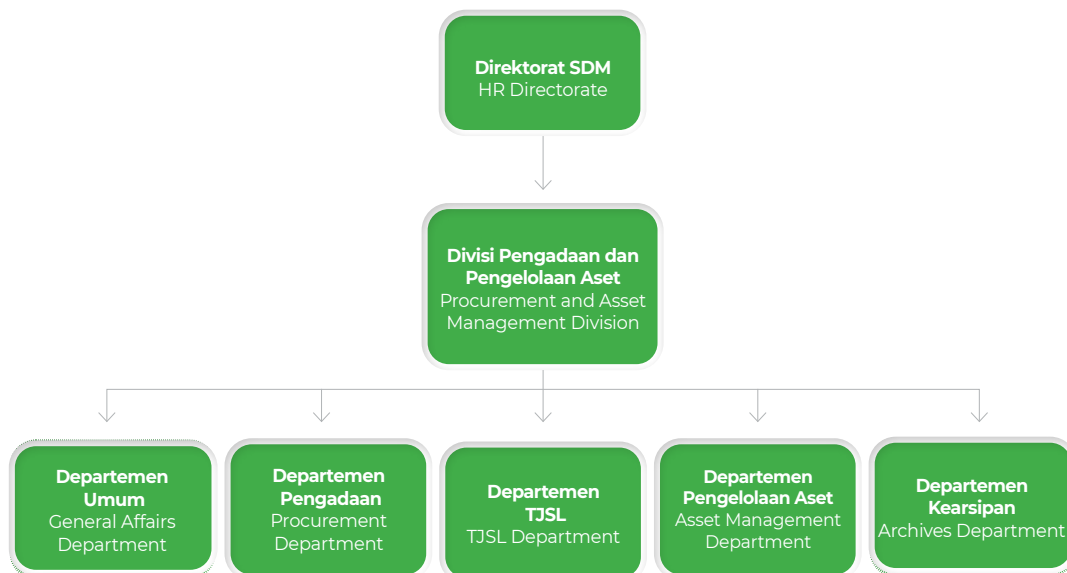
- c. Industry, Innovation and Infrastructure (SDG 9);
 - d. Reduced Inequalities (SDG 10); and
 - e. Partnerships for the Goals (SDG 17).
4. 4. Law and Governance
- The realization of legal certainty and governance that is effective, transparent, accountable, and participatory to create security stability and achieve a state based on the law. The Law and Governance Pillar include the goals of Peace, Justice and Strong Institutions (SDG 16).

Struktur Organisasi TJSL IFG

IFG menempatkan Departemen Tanggung Jawab Sosial dan Lingkungan ("TJSL") sebagai unit utama dalam mengelola serta menjalankan program TJSL Perusahaan. Struktur organisasi TJSL, berdasarkan Surat Keputusan Direksi Nomor 15 Tahun 2024 tentang Kebijakan Struktur Organisasi, berada di bawah Divisi Pengadaan dan Pengelolaan Aset serta berada dalam lingkup Direktorat SDM.

TJSL IFG Organizational Structure

IFG places the Social and Environmental Responsibility Department ("TJSL") as the main unit in managing and running the Company's TJSL program. The organizational structure of TJSL, based on the Decree of the Board of Directors Number 15 of 2024 concerning Organizational Structure Policy, is under the Procurement and Asset Management Division and is within the scope of the Directorate of Human Resources.



Komite TJSL di IFG

Pembentukan Komite TJSL IFG disahkan melalui Surat Keputusan Direksi Nomor 52 Tahun 2023. Langkah ini merupakan tindak lanjut atas Peraturan Menteri BUMN Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara ("PER-1/2023"). Komite ini bertugas membantu Direksi dalam memetakan, menyusun, merumuskan tujuan dan petunjuk pelaksanaan, serta mengevaluasi program TJSL.

TJSL Committee at IFG

The establishment of IFG's TJSL Committee was formalized through Board of Directors' Decree No. 52 of 2023. This initiative was undertaken as a follow-up to Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and the Social and Environmental Responsibility Program of State-Owned Enterprises ("PER-1/2023"). The Committee is responsible for assisting the Board of Directors in mapping, developing, and formulating the objectives and implementation guidelines of TJSL programs, as well as evaluating their implementation.

Pascapembentukan di tingkat *Holding*, IFG terus mengoptimalkan peran komite ini. Salah satunya terlihat pada proses perencanaan Program TJSL 2025, di mana Rencana Kerja dan Anggaran (RKA) Program TJSL milik IFG dan seluruh Anggota *Holding* wajib mendapatkan reviu serta rekomendasi dari Komite TJSL sebelum disetujui dan disahkan dalam RUPS.

Following its establishment at the Holding level, IFG has continued to optimize the Committee's role. This was reflected in the planning process for the 2025 TJSL Program, whereby the Work Plan and Budget (RKA) for the TJSL Programs of IFG and all Holding Members were required to undergo review and receive recommendations from the TJSL Committee prior to their approval and ratification at the General Meeting of Shareholders (GMS).

Realisasi Kegiatan TJSL 2025

Per 31 Desember 2025, Perusahaan telah merealisasikan penyaluran dana Program TJSL sebesar Rp38,46 miliar. Nilai tersebut mencapai 96,54% dari RKA Tahunan serta menunjukkan peningkatan sebesar 216,38% dibandingkan realisasi pada tahun sebelumnya. Capaian ini mencerminkan komitmen Perusahaan dalam mengoptimalkan pelaksanaan program TJSL secara terencana dan tepat sasaran. Adapun rincian penyaluran dana dimaksud adalah sebagai berikut:

1. Program TJSL Non-PUMK yang dijalankan oleh unit pelibatan dan pengembangan masyarakat/CID sebesar Rp14,01 miliar.
2. Program TJSL Non-PUMK yang dijalankan di luar unit pelibatan dan pengembangan masyarakat/Non-CID sebesar Rp1,45 miliar.
3. Program TJSL PUMK sebesar Rp23,00 miliar yang disalurkan melalui kerja sama Program PUMK dengan PT Bank Rakyat Indonesia (Persero) Tbk.

Realization of TJSL Activities in 2025

As of December 31, 2025, the Company had realized TJSL Program fund disbursements of IDR 38.46 billion. This amount represented 96.54% of the Annual Work Plan and Budget (RKA) and marked an increase of 216.38% compared with the previous year's realization. This achievement reflects the Company's commitment to optimizing the implementation of TJSL programs in a well-planned and targeted manner. Details of the fund disbursements are as follows:

1. Non-MSE Funding TJSL Programs implemented by the Community Involvement and Development (CID) unit amounted to IDR 14.01 billion.
2. Non-MSE Funding TJSL Programs implemented outside the Community Involvement and Development (Non-CID) unit amounted to IDR 1.45 billion.
3. MSE Funding TJSL Programs amounted to IDR 23.00 billion, disbursed through the PUMK Program in collaboration with PT Bank Rakyat Indonesia (Persero) Tbk.

Tabel Realisasi Anggaran TJSL BUMN Tahun 2025

Table of Budget Realization for State-Owned Enterprises' TJSL in 2025

Program Program	RKA 2025 (Rp) Work Plan and Budget (IDR)	Real Tahun 2024 (Rp) 2024 Realization (IDR)	Real Tahun 2025 (Rp) 2025 Realization (IDR)	Capaian (%) Achievement (%)	
(1)	(2)	(3)	(4)	(5)= (4:2)	(6)=(4:3)
TJSL CID Non-PUMK Non-MSE Funding TJSL (CID)	15.500.000.000	14.328.559.554	14.008.443.590	90,38	97,77
TJSL Non-CID TJSL Non-CID	1.340.000.000	2.995.861.424	1.452.590.502	108,40	48,49
TJSL PUMK MSE Funding TJSL	23.000.000.000	450.000.000	23.000.000.000	100,00	5111,11
Total Realisasi TJSL Total TJSL Realization	39.840.000.000	17.774.420.978	38.461.034.092	96,54	216,38

Realisasi Program TJSL BUMN Menurut Pilar Utama TJSL

Pencapaian Program TJSL BUMN tahun 2025 berdasarkan pilar utama TJSL adalah sebagai berikut:

1. Pilar sosial sebesar Rp8,32 miliar;
2. Pilar ekonomi sebesar Rp24,69 miliar;
3. Pilar lingkungan sebesar Rp4,31 miliar; dan
4. Pilar hukum dan tata kelola Rp1,14 miliar.

Penyaluran TJSL berdasarkan pilar utama TJSL dan TPB telah mencapai hasil sebagai berikut:

Realization of SOE TJSL Programs by TJSL Main Pillar

The realization of SOE TJSL Programs in 2025 based on the main TJSL pillars was as follows:

1. Social Pillar: IDR 8.32 billion;
2. Economic Pillar: IDR 24.69 billion;
3. Environmental Pillar: IDR 4.31 billion; and
4. Law and Governance Pillar: IDR 1.14 billion.

TJSL fund disbursements based on the main TJSL pillars and SDGs achieved the following results:

Tabel Realisasi Anggaran TJSL BUMN Tahun 2025 (CID dan Non-CID)
Table of Realization of SOE TJSL Budget in 2025 (CID Only)

No TPB SDG No.	TPB SDG	RKA 2025 (Rp) 2025 Work Plan and Budget (IDR)	Tahun 2025 (Rp) 2025 Realization (IDR)	Capaian (%) Achievement (%)
(1)	(2)	(3)	(4)	(5)=(4:3)
A	PILAR SOSIAL SOCIAL PILLAR	8.005.000.000	8.316.795.353	103,90
1	Tanpa Kemiskinan No Poverty	2.000.000.000	2.043.630.558	102,18
2	Tanpa Kelaparan Zero Hunger	500.000.000	400.971.800	80,19
3	Kehidupan Sehat & Sejahtera Good Health and Well-Being	800.000.000	1.249.535.415	156,19
4	Pendidikan Berkualitas Quality Education	4.705.000.000	4.622.657.580	98,25
B	PILAR EKONOMI ECONOMIC PILLAR	25.600.000.000	24.693.640.281	96,46
8	Pekerjaan Layak & Pertumbuhan Ekonomi Decent Work and Economic Growth	25.600.000.000	24.693.640.281	96,46
C	PILAR LINGKUNGAN ENVIRONMENTAL PILLAR	4.100.000.000	4.312.831.486	105,19
6	Air bersih dan Sanitasi Layak Clean water and sanitation	550.000.000	404.146.760	73,48
11	Kota & Pemukiman yang Berkelanjutan Sustainable Cities & Communities	2.250.000.000	2.642.223.338	117,43
15	Ekosistem Daratan Life on Land	1.300.000.000	1.266.461.388	97,42
D	PILAR HUKUM DAN TATA KELOLA LAW AND GOVERNANCE PILLAR	2.135.000.000	1.137.766.972	53,29
16	Perdamaian, Keadilan & Kelembagaan Peace, Justice and Strong Institutions	2.135.000.000	1.137.766.972	53,29
Total		39.840.000.000	38.461.034.092	96,54

Merujuk tabel di atas, realisasi tertinggi pada tahun 2025 tercatat pada pilar ekonomi sebesar Rp24,69 miliar atau 96,46% dari RKA, serta pilar sosial Rp8,32 miliar atau 103,90% dari RKA 2025. Raihannya menunjukkan fokus Perusahaan dalam memperkuat dampak sosial dan keberlanjutan lingkungan melalui program-program yang terarah.

Selain berdasarkan pilar, realisasi Program TJSL juga diklasifikasikan berdasarkan Tujuan Pembangunan Berkelanjutan (TPB). Dari klasifikasi tersebut, kontribusi terbesar terdapat pada:

1. TPB 8 Pekerjaan Layak & Pertumbuhan Ekonomi sebesar Rp24,69 miliar pada pilar ekonomi;
2. TPB 4 Pendidikan Berkualitas sebesar Rp4,62 miliar pada pilar sosial; dan
3. TPB 11 Kota & Pemukiman Berkelanjutan sebesar Rp2,64 miliar pada pilar lingkungan.

Selaras dengan itu, realisasi pencapaian program TJSL hingga Desember 2025 khusus untuk anggaran CID yang dilaksanakan oleh unit TJSL adalah sebesar Rp37,01 miliar atau 96,13% dibandingkan RKA 2025, dengan rincian sebagai berikut:

As shown in the table above, the highest realization in 2025 was recorded under the Economic Pillar at IDR 24.69 billion, or 96.46% of the Work Plan and Budget (RKA), followed by the Social Pillar at IDR 8.32 billion, or 103.90% of the 2025 RKA. These achievements reflect the Company's focus on strengthening social impact and environmental sustainability through targeted programs.

In addition to the classification by pillar, the realization of TJSL Programs was also classified according to the Sustainable Development Goals (SDGs). The largest contributions were recorded under:

1. SDG 8: Decent Work and Economic Growth, amounting to IDR 24.69 billion under the Economic Pillar;
2. SDG 4: Quality Education, amounting to IDR 4.62 billion under the Social Pillar; and
3. SDG 11: Sustainable Cities and Communities, amounting to IDR 2.64 billion under the Environmental Pillar.

In line with these achievements, as of December 2025, the realization of TJSL Programs specifically under the CID budget and implemented by the TJSL unit amounted to IDR 37.01 billion, or 96.13% of the 2025 RKA, with details as follows:

Tabel Realisasi Anggaran TJSL BUMN Tahun 2025 (CID Only)
Table of Realization of SOE TJSL Budget in 2025 (CID Only)

No TPB SDG No.	TPB SDG	RKA 2025 (Rp) 2025 Work Plan & Budget (IDR)	Tahun 2025 (Rp) In 2025 (IDR)	Capaian (%) Achievement (%)
(1)	(2)	(3)	(4)	(5)=(4:3)
A	PILAR SOSIAL SOCIAL PILLAR	7.300.000.000	6.974.204.851	95,54
1	Tanpa Kemiskinan No Poverty	2.000.000.000	1.816.630.558	90,83
2	Tanpa Kelaparan Zero Hunger	500.000.000	400.971.800	80,19
3	Kehidupan Sehat & Sejahtera Good Health & Well-being	800.000.000	793.497.638	99,19
4	Pendidikan Berkualitas Quality Education	4.000.000.000	3.963.104.855	99,08
B	PILAR EKONOMI ECONOMIC PILLAR	25.600.000.000	24.693.640.281	96,46
8	Pekerjaan Layak & Pertumbuhan Ekonomi Decent Work & Economic Growth	25.600.000.000	24.693.640.281	96,46
C	PILAR LINGKUNGAN ENVIRONMENTAL PILLAR	4.100.000.000	4.312.831.486	105,19
6	Air bersih dan Sanitasi Layak Clean Water and Sanitation	550.000.000	404.146.760	73,48
11	Kota & Pemukiman yang Berkelanjutan Sustainable Cities & Communities	2.250.000.000	2.642.223.338	117,43
15	Ekosistem Daratan Life on Land	1.300.000.000	1.266.461.388	97,42
D	PILAR HUKUM DAN TATA KELOLA LAW & GOVERNANCE PILLAR	1.500.000.000	1.027.766.972	68,52
16	Perdamaian, Keadilan & Kelembagaan Peace, Justice & Strong Institutions	1.500.000.000	1.027.766.972	68,52
Total		38.500.000.000	37.008.443.590	96,13

Program TJSL Non-CID [GRI 203-1, 203-2]

Menindaklanjuti Arahan Pemegang Saham Tahun 2024 dari Menteri Badan Usaha Milik Negara (BUMN), fungsi Tanggung Jawab Sosial dan Lingkungan (TJSL) BUMN diarahkan untuk menerapkan praktik keberlanjutan secara holistik. Penerapan ini mengacu pada 7 subjek inti SNI ISO 26000:2010, yang meliputi: tata kelola organisasi, hak asasi manusia, praktik ketenagakerjaan, lingkungan, praktik operasi yang adil, isu konsumen, serta pelibatan dan pengembangan masyarakat.

Berdasarkan arahan tersebut, program kerja TJSL dapat diimplementasikan oleh unit kerja di luar fungsi TJSL atau dikategorikan sebagai Program Non-CID (*Community Involvement & Development*) dan tetap dilaporkan sebagai bagian dari program TJSL Perusahaan. Per 31 Desember 2025, total realisasi dana untuk TJSL Non-CID mencapai Rp1,45 miliar atau sebesar 108,40% dari RKA Tahun 2025. Rincian penggunaan dana tersebut disajikan berdasarkan klasifikasi TPB serta pilar utama TJSL sebagai berikut:

Non-CID TJSL Program [GRI 203-1, 203-2]

As a follow-up to the 2024 Shareholders' Directive issued by the Minister of State-Owned Enterprises (SOEs), the SOE Social and Environmental Responsibility (TJSL) function is directed toward implementing sustainability practices holistically. This implementation refers to the seven core subjects of SNI ISO 26000:2010, namely organizational governance, human rights, labor practices, the environment, fair operating practices, consumer issues, and community involvement and development.

Based on this directive, TJSL work programs may be implemented by work units outside the TJSL function and categorized as Non-CID (Community Involvement and Development) Programs, while remaining reported as part of the Company's TJSL Programs. As of December 31, 2025, total fund realization for Non-CID TJSL Programs reached IDR 1.45 billion, equivalent to 108.40% of the 2025 Work Plan and Budget (RKA). Details of the fund utilization are presented based on the SDG classification and the main TJSL pillars as follows:

Tabel Realisasi Anggaran TJSL BUMN Tahun 2025 (Non CID Only)
Table of Realization of SOE TJSL Budget in 2025 (Non CID Only)

No TPB SDG No.	TPB SDG	RKA 2025 (Rp) 2025 Work Plan & Budget (IDR)	Tahun 2025 (Rp) In 2025 (IDR)	Capaian (%) Achievement (%)
(1)	(2)	(3)	(4)	(5)=(4:3)
A	PILAR SOSIAL SOCIAL PILLAR	705.000.000	1.342.590.502	190,44
1	Tanpa Kemiskinan No Poverty	-	227.000.000	-
3	Kehidupan Sehat & Sejahtera Good Health and Well-being	-	456.037.777	-
4	Pendidikan Berkualitas Quality Education	705.000.000	659.552.725	93,55
B	PILAR EKONOMI ECONOMICS PILLAR	-	-	-
C	PILAR LINGKUNGAN ENVIRONMENTAL PILLAR	-	-	-
D	PILAR HUKUM DAN TATA KELOLA LAW AND GOVERNANCE PILLAR	635.000.000	110.000.000	17,32
16	Perdamaian, Keadilan & Kelembagaan Peace, Justice & Strong Institutions	635.000.000	110.000.000	17,32
Total		1.340.000.000	1.452.590.502	108,40

Di antara program TJSL tahun 2025, Perusahaan telah menetapkan program prioritas, CSV dan kolaborasi sebagai berikut:

1. Program Prioritas di Bidang Pendidikan
Realisasi anggaran tahun 2025 mencapai Rp3,96 miliar melalui Program Literasi Asuransi dan Keuangan dan/atau Beasiswa, Bantuan Sarana dan Prasarana Pendidikan, serta Program Pengembangan Pemuda, Budaya dan Olahraga.

Among the TJSL Programs implemented in 2025, the Company designated the following priority, Creating Shared Value (CSV), and collaborative programs:

1. Priority Program in Education
Budget realization in 2025 reached IDR 3.96 billion through the Insurance and Financial Literacy and/or Scholarship Program, Educational Facilities and Infrastructure Assistance, and Youth, Culture, and Sports Development Program.

Tabel Program Prioritas Pendidikan Tahun 2025
Table of Priority Programs for Education in 2025

No.	Program Program	RKA 2025 (Rp) 2025 Work Plan & BudgetN (IDR)	Real Tahun 2025 (Rp) 2025 Realization (IDR)	Capaian (%) Achievements (%)	Output Output
(1)	(2)	(3)	(4)	(5=4:3)	(6)
1	Literasi Asuransi dan Keuangan Kepada Masyarakat Insurance and Financial Literacy for the Public	1.000.000.000	869.347.289	86,93	Program literasi keuangan kepada 1.198 orang termasuk mahasiswa, guru dan masyarakat umum A financial literacy program for 1,198 people, including college students, teachers, and the general public
2	Program Bantuan Tunjangan Pendidikan dan/atau Beasiswa Educational Assistance Program and/or Scholarships	1.300.000.000	1.277.734.640	98,29	Bantuan berupa dana Pendidikan dan bantuan beasiswa kepada masyarakat, antara lain: 143 orang penerima beasiswa dan tunjangan pendidikan Assistance in the form of educational funding and scholarships for the community, including: 143 scholarship recipients and educational grant recipients

Tabel Program Prioritas Pendidikan Tahun 2025
Table of Priority Programs for Education in 2025

No.	Program Program	RKA 2025 (Rp) 2025 Work Plan & BudgetN (IDR)	Real Tahun 2025 (Rp) 2025 Realization (IDR)	Capaian (%) Achievements (%)	Output Output
(1)	(2)	(3)	(4)	(5=4:3)	(6)
3	Program Bantuan Sarana dan Prasarana Pendidikan Education Facilities and Infrastructure Aid Program	1.500.000.000	1.619.924.526	107,99	Bantuan kepada institusi-institusi pendidikan berupa sarana dan prasarana belajar dan mengajar, di antaranya: • Bantuan Renovasi Gedung (3 Sekolah) • Bantuan Pembangunan Ruang atau Fasilitas Belajar dan/atau taman baca (3 fasilitas) • Bantuan alat pendukung kegiatan belajar mengajar sebanyak 1000 unit Assistance to educational institutions in the form of learning and teaching facilities and infrastructure, including: • Building Renovation Assistance (3 Schools) • Assistance for the Construction of Learning Spaces or Facilities and/or reading gardens (3 facilities) • Assistance in the form of 1,000 units of equipment to support teaching and learning activities
4	Program Pengembangan Pemuda, Budaya dan Olahraga Youth, Culture, and Sports Development Program	200.000.000	196.098.400	98,05	Kegiatan-kegiatan yang mendukung pengembangan pemuda, budaya dan olah raga, kepada 30 anak/pemuda (Youth Clinic) Activities supporting youth development, culture, and sports for 30 children/youth (Youth Clinic)
Total Prioritas Pendidikan Total Priority Program In Education		4.000.000.000	3.963.104.855	99,08	

2. Program Prioritas di Bidang Lingkungan
Realisasi anggaran di tahun 2025 mencapai Rp4,31 miliar melalui program IFGreen (Konservasi alam dan Kampanye Lingkungan), Program Pengelolaan Sampah (termasuk Program Kolaborasi Likupang), Revitalisasi Prasarana dan Sarana Umum di wilayah pemukiman dan perkotaan dan Program Sarana Air Bersih.

2. Priority Program in Environmental Sector
Fund realization in 2025 reached IDR 4,31 billion through IFGreen program (Nature conservation and environmental campaigns), Waste Management Program (including Likupang Collaborative Program), Revitalization of public infrastructure and facilities in residential and urban areas, and the Clean Water Facilities Program.

Tabel Program Prioritas Lingkungan Tahun 2025
Table of Environmental Priority Program in 2025

No	Program Program	RKA 2025 (Rp) 2025 Work Plan and Budget (IDR)	Real Tahun 2025 (Rp) 2025 Realization (IDR)	Capaian Achievement	Output Output
(1)	(2)	(3)	(4)	(5=4:3)	(6)
1	IFGreen (Konservasi alam dan Kampanye Lingkungan) IFGreen (Nature Conservation and Environmental Campaigns)	850.000.000	1.032.907.158	121,52	Program penanaman pohon di beberapa wilayah di Indonesia, berupa: • Penanaman Mangrove (1.500 pohon) • Penanaman Pohon Non-Mangrove (3.000 pohon) Tree planting initiatives in several regions across Indonesia, comprising: • 1,500 mangrove trees planted • 3,000 non-mangrove trees planted
2	Program Pengelolaan Sampah Waste Management Program	750.000.000	382.540.498	51,01	• Program Pembuatan <i>Paving Block</i> dari Sampah Plastik di Bogor • Sampah Organik terolah sebanyak 330.750 kg/bulan, Sampah Layak Daur Ulang terolah sebanyak 198.450 kg/bulan, dengan Sampah Residu sebanyak 120.300 kg/bulan • A plastic waste-to-paving block production program in Bogor • 330,750 kg of organic waste processed per month, 198,450 kg of recyclable waste processed per month, and 120,300 kg of residual waste generated per month
3	Revitalisasi Prasarana dan Sarana Umum di wilayah Pemukiman dan Perkotaan Revitalization of Public Infrastructure and Facilities in Residential and Urban Areas	2.000.000.000	2.473.747.071	123,69	• Renovasi 7 prasarana ibadah dan bantuan 21 unit sarana ibadah • Pemberangkatan 2.000 pemudik melalui program mudik bersama IFG • Perbaikan 2 jalan desa • Renovation of seven worship facilities and assistance for 21 worship facilities • Transportation for 2,000 homebound travellers through the IFG Mudik Bersama (Joint Homecoming) Program • Rehabilitation of two village roads
4	Program Sarana Air Bersih dan Energi Bersih Clean Water and Clean Energy Facilities Program	400.000.000	423.636.760	105,91	Program Kolaborasi TJSL bantuan 1 unit sarana air bersih di Batam A collaborative TJSL Program providing one clean water facility in Batam
Total Prioritas Lingkungan Total Priority Program in Environment		4.000.000.000	4.312.831.487	107,82	

3. Program Prioritas di Bidang Pengembangan UMK
Realisasi anggaran mencapai Rp1,69 miliar melalui Pelatihan/Pendidikan Kewirausahaan, Bantuan peralatan dan infrastruktur usaha/produksi UMKM, Pemberdayaan dan Pembinaan UMKM khususnya Disabilitas dan Wanita.

3. Priority Programs in the MSE Development Sector
Budget realization reached IDR 1,69 billion through Entrepreneurship Training/Education, assistance with equipment and infrastructure for MSME businesses/production, and empowerment and guidance of MSMEs, particularly those with disabilities and women.

Tabel Program Prioritas Pengembangan UMK Tahun 2025
Table of MSE Development Priority Programs in 2025

No	Program Program	RKA 2025 (Rp) 2025 Work Plan and Budget (IDR)	Real Tahun 2025 (Rp) 2025 Realization (IDR)	Capaian Achievement	Output Output
(1)	(2)	(3)	(4)	(5=4:3)	(6)
1	Pelatihan/Pendidikan Kewirausahaan Entrepreneurship Training/ Education	750.000.000	391.021.179	52,14	Peningkatan kapasitas kepada 305 UMKM Capacity-building programs for 305 MSMEs
1	Bantuan Peralatan dan Infrastruktur Usaha/Produksi UMKM Assistance with Equipment and Infrastructure for MSME businesses/production	1.000.000.000	650.844.550	65,08	Bantuan 1 rumah produksi keripik sawi di Sumberejo, 1 rumah budidaya jamur, 5 kolam budidaya ikan, dan renovasi 1 <i>workshop</i> Labuan Bajo bisa Bantuan 35 unit sarana produksi Assistance for one mustard greens chip production house in Sumberejo, one mushroom cultivation facility, five fish farming ponds, and the renovation of one workshop in Labuan Bajo Provision of 35 production facilities
2	Pemberdayaan UMKM khususnya Disabilitas dan Wanita Empowerment and Guidance of MSMEs, Particularly those with Disabilities and Women	1.000.000.000	651.774.552	65,18	- Notifikasi kepada 462 UMK binaan alihan Jiwasraya - Pembinaan terhadap 48 UMKM disabilitas, perempuan, dan umum - Notifications sent to 462 Fostered MSEs transferred from the former Jiwasraya fostered MSEs. - Capacity-building for 48 MSMEs run by people with disabilities, women, and the general public
Total Prioritas Pengembangan UMK Total MSE Development Priority Program		2.750.000.000	1.693.640.281	61,59	

Program CSV

Dalam rangka memperkuat kontribusi terhadap bisnis inti sekaligus menciptakan nilai bersama bagi Perusahaan dan masyarakat, IFG mengembangkan 4 (empat) Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang mengusung prinsip *Creating Shared Value* (CSV). Keempat program tersebut dirancang sebagai inisiatif berkelanjutan yang tidak hanya memberikan manfaat bagi masyarakat, tetapi juga mendukung penciptaan nilai dan penguatan bisnis perusahaan. Program CSV IFG pada tahun 2025 meliputi IFG Goes to Campus, Korporatisasi UMKM, *Kindness to Progress*, dan Program Mudik Bersama IFG Group 2025.

Untuk mendukung pelaksanaan keempat program tersebut, IFG menetapkan anggaran sebesar Rp4,00 miliar pada tahun 2025. Berdasarkan anggaran tersebut, telah direalisasikan sebesar Rp3,96 miliar atau 99,08% dari total anggaran yang ditetapkan. Tingkat realisasi tersebut menunjukkan komitmen IFG dalam memastikan pelaksanaan program CSV berjalan secara optimal dan memberikan manfaat yang berkelanjutan bagi para penerima manfaat.

CSV Program

To strengthen its contribution to its core business while creating shared value for the Company and society, IFG has developed four Social and Environmental Responsibility (SER) programs based on the principle of Creating Shared Value (CSV). These four programs are designed as sustainable initiatives that not only benefit society but also support value creation and the strengthening of the Company's business. IFG's CSV programs for 2025 include IFG Goes to Campus, MSME Corporate Partnerships, *Kindness to Progress*, and the IFG Group 2025 Joint Homecoming Program.

To support the implementation of these four programs, IFG has allocated a budget of IDR 4.00 billion for 2025. Based of this budget, IDR 3.96 billion or 99.08% of the total allocated budget has been disbursed. This disbursement rate demonstrates IFG's commitment to ensuring that the CSV programs are implemented optimally and provide sustainable benefits to the beneficiaries.

Adapun rincian pelaksanaan Program CSV IFG tahun 2025 adalah sebagai berikut:

The details of the implementation of the IFG CSV Program for 2025 are as follows:

Tabel Program Creating Shared Value Tahun 2025
Table of Creating Shared Value Program in 2025

No.	Nama Program Name of Program	RKA 2025 (Rp) 2025 Work Plan and Budget (IDR)	Tahun 2025 (Rp) In 2025 (IDR)	Capaian (%) Achievement	Output dan Outcome Output and Outcome
(1)	(2)	(3)	(4)	(5)=(4:3)	(6)
1	IFG Goes To Campus	700.000.000	634.439.639	90,63	Output: IGTC 2025 bertema <i>Sustainable Finance</i> kepada 1.198 orang mahasiswa, guru dan masyarakat melalui tahapan kegiatan literasi sebagai berikut: • <i>Bootcamp</i> (Binus dan IPB) 124 orang • <i>Stodium Generale</i> (IPB) 214 orang • <i>Financial Journey</i> (Binus dan IPB) 486 orang • <i>Finplay Summit</i> (Binus) 334 orang Outcome: • Evaluasi dampak yang signifikan terhadap peningkatan literasi keuangan peserta <i>bootcamp</i> dengan skor literasi keuangan mahasiswa BINUS meningkat rata-rata +33% dengan <i>effect size</i> sangat kuat ($r = 0,89$), sementara peserta IPB meningkat +44% dengan <i>effect size</i> ($r = 0,992$). • Selain peningkatan pengetahuan, analisis kualitatif menunjukkan perubahan perilaku awal, seperti mahasiswa mulai melakukan pencatatan keuangan, menyusun anggaran, menyiapkan dana darurat, serta meningkatkan kesadaran terhadap pentingnya proteksi dan investasi pada diri sendiri. • Penguatan <i>corporate branding</i>, penciptaan <i>talent pipeline</i> berkelanjutan, peningkatan reputasi dan kepercayaan publik, serta penguatan implementasi ESG perusahaan. • SROI 1:3,38 Manfaat yang diperhitungkan meliputi peningkatan pengetahuan dan pemahaman keuangan, tambahan pendapatan, serta penghematan pengeluaran para penerima manfaat. Hasil tersebut menunjukkan kontribusi program dalam menciptakan manfaat sosial dan ekonomi yang melampaui nilai investasinya. Output: IGTC 2025, themed "Sustainable Finance," reached 1,198 students, teachers, and members of the public through the following financial literacy activities: • Bootcamp (Binus and IPB): 124 participants • Studium Generale (IPB): 214 participants • Financial Journey (Binus and IPB): 486 participants • Finplay Summit (Binus): 334 participants Outcome: • A significant impact was observed on improving the financial literacy of bootcamp participants, with BINUS students' financial literacy scores increasing by an average of +33% with a very strong effect size ($r = 0.89$), while IPB participants' scores increased by +44% with an effect size of ($r = 0.992$). • In addition to increased knowledge, qualitative analysis revealed early behavioral changes, such as students beginning to track their finances, create budgets, set up emergency funds, and become more aware of the importance of self-protection and investment. • Strengthening corporate branding, creating a sustainable talent pipeline, enhancing reputation and public trust, and reinforcing the company's ESG implementation. • SROI: 1:3.38 The benefits taken into account include increased financial knowledge and understanding, additional income, and cost savings for beneficiaries. These results demonstrate the program's contribution to generating social and economic benefits that exceed the value of the investment.

Tabel Program Creating Shared Value Tahun 2025

Table of Creating Shared Value Program in 2025

No.	Nama Program Name of Program	RKA 2025 (Rp) 2025 Work Plan and Budget (IDR)	Tahun 2025 (Rp) In 2025 (IDR)	Capaian (%) Achievement	Output dan Outcome Output and Outcome
(1)	(2)	(3)	(4)	(5)=(4:3)	(6)
2	Program Kindness to Progress Kindness to Progress Program	400.000.000	467.006.023	116,75	Output: Ngabab (Malang) 4 social project: - GEMA NGABAB (Gerakan Meningkatkan Agrikultur, Branding, dan Bisnis Ngabab) - BANGKIT (Batik Ngabab Kreatif & Inovatif) - BERLIAN (Belajar Bijak Lindungi Anak dari Paparan Digital) - MEKAR DI NGABAB (Melek Literasi dan Edukasi Parenting di Desa Ngabab) 85 penerima manfaat langsung dan 9.000 penerima manfaat tidak langsung Kersamenak (Garut) Inclusivity Batch: - Permainan Edukatif dan Motorik & Penyuluhan PHBS - Workshop Awareness Disability - Penyuluhan Stunting dan Literasi Keuangan - Edukasi Anti-Bullying untuk Siswa SDN 1 Kersamenak 250 penerima manfaat Outcome: - Membangun desa yang memiliki sebaran UMKM nasabah KUR dengan klaim tinggi, yang berpotensi pemberdayaan. - Memberikan dukungan terhadap sektor lainnya demi meningkatkan kualitas kehidupan masyarakat desa umumnya dan bisnis UMKM nasabah KUR secara khusus. - SROI: 2,18. (Evaluasi 1 tahun terhadap KtP di Lembang 2024). - Bagi masyarakat Desa Lembang, kegiatan seperti pemasangan penerangan jalan meningkatkan rasa aman, memperpanjang waktu produktivitas warga, serta memperkuat interaksi sosial antarwarga. - Bagi IFG, program ini menjadi sarana pembelajaran nilai-nilai AKHLAK dan pengembangan soft skills insan IFG Group melalui pendekatan <i>experiential learning</i> yang menumbuhkan empati sosial dan semangat kolaborasi. Output: Ngabab (Malang) 4 social projects: - GEMA NGABAB (Movement to Improve Agriculture, Branding, and Business in Ngabab) - BANGKIT (Creative & Innovative Ngabab Batik) - BERLIAN (Learning to Wisely Protect Children from Digital Exposure) - MEKAR DI NGABAB (Literacy and Parenting Education in Ngabab Village) 85 direct beneficiaries and 9,000 indirect beneficiaries Kersamenak (Garut) Inclusivity Batch: - Educational and Motor Skills Games & Health and Hygiene Education - Disability Awareness Workshop - Stunting Prevention and Financial Literacy Workshops - Anti-Bullying Education for Students at SDN 1 Kersamenak (250 beneficiaries) Outcome: - Building a village with a high concentration of KUR-borrowing MSMEs with strong repayment records, which holds potential for empowerment. - Providing support to other sectors to improve the quality of life for the village community in general and for KUR-borrowing MSMEs in particular. - SROI: 2.18. (1-year evaluation of the KtP program in Lembang, 2024). - For the residents of Lembang Village, activities such as the installation of street lighting increase a sense of security, extend residents' productive hours, and strengthen social interactions among residents. - For IFG, this program serves as a vehicle for learning the AKHLAK values and developing the soft skills of IFG Group employees through an experiential learning approach that fosters social empathy and a spirit of collaboration.

Tabel Program *Creating Shared Value* Tahun 2025

Table of Creating Shared Value Program in 2025

No.	Nama Program Name of Program	RKA 2025 (Rp) 2025 Work Plan and Budget (IDR)	Tahun 2025 (Rp) In 2025 (IDR)	Capaian (%) Achievement	Output dan Outcome Output and Outcome
(1)	(2)	(3)	(4)	(5)=(4:3)	(6)
3	Program Korporatisasi UMKM MSME Corporatization Program	1.400.000.000	1.362.495.549	97,32	Output: - Program peningkatan kapasitas UMKM agar bisa tangguh dan mandiri kepada 215 UMKM. Outcome: - Peningkatan kapasitas usaha, perbaikan tata kelola, kemampuan mengelola risiko usaha, serta kesiapan UMKM dalam mengakses pembiayaan dan peluang pasar secara berkelanjutan. Output: - A capacity-building program for 215 MSMEs to help them become resilient and self-reliant. Outcome: - Enhanced business capacity, improved governance, improved ability to manage business risks, and increased readiness of MSMEs to access financing and market opportunities on a sustainable basis.
4	Mudik Bersama IFG Group 2025 Joint Homecoming program by IFG Group in 2025	1.500.000.000	1.499.248.534	99,95	Output: Pelaksanaan program mudik bersama IFG dan 10 anak perusahaan di tahun 2025, menuju belasan kota di Pulau Jawa dan Sumatra. Fasilitas yang diberikan IFG kepada 2000 orang pemudik: - Bus eksekutif termasuk bus disabilitas - Asuransi kecelakaan dari anak usaha IFG - Konsumsi, obat-obatan - Edukasi tentang keselamatan dan pentingnya perlindungan asuransi Outcome: - Penurunan total kecelakaan dan fatalitas selama periode mudik lebaran tahun 2025 (30-32%) sesuai data nasional, pengenalan dan <i>experience</i> One by IFG dan produk asuransi PA anak usaha IFG kepada pemudik. - Penguatan <i>corporate branding</i>, peningkatan reputasi dan kepercayaan publik, serta penguatan implementasi ESG Perusahaan. Output: - Implementation of the Mudik Bersama (joint homecoming program) by IFG and its 10 subsidiaries in 2025, serving dozens of cities on the islands of Java and Sumatra. Facilities provided by IFG to 2,000 people: - Executive-class buses, including buses accessible to people with disabilities - Accident insurance from an IFG subsidiary - Food and beverages, medications - Education on safety and the importance of insurance coverage Outcome: - A reduction in the total number of traffic accidents and fatalities during the 2025 Eid homecoming period (30–32%), based on national data, as well as increased awareness of and engagement with One by IFG and the personal accident insurance products offered by IFG's subsidiaries among travellers. - Strengthening corporate branding, enhancing reputation and public trust, and reinforcing the company's ESG implementation.
Total		4.000.000.000	3.963.189.745	99,08	

Program Kolaborasi TJSL

Selama tahun 2025, terdapat 13 (tiga belas) Program TJSL Kolaborasi BUMN yang telah dilaksanakan Perusahaan. Pelaksanaan program tersebut merupakan wujud sinergi antar-BUMN dalam memperluas dampak sosial serta meningkatkan efektivitas penyaluran manfaat kepada masyarakat. Rincian Program TJSL Kolaborasi BUMN dimaksud adalah sebagai berikut:

TJSL Collaborative Program

During 2025, there are 13 (thirteen) SOE TJSL Collaborative Programs that have been implemented by the Company. The implementation of these programs is a manifestation of synergy between SOEs in expanding social impact and increasing the effectiveness of benefit distribution to the community. The details of the SOE TJSL Collaborative Programs are as follows:

No	Program	Kolaborator	Output
(1)	(2)	(4)	(5)
1	Mudik Bersama IFG Group 2025 IFG Group Joint Homecoming Program 2025	Seluruh Anggota Holding IFG Every member of IFG Holding	2.000 orang pemudik diberangkatkan secara gratis (<i>Group</i>), memperoleh perlindungan asuransi selama mudik dan edukasi terkait pentingnya asuransi bagi masyarakat. 2,000 participants were provided with free transportation, insurance during the program, as well as insights on the importance of insurance for the society.
2	Program Rehabilitasi Kapel Santo Petrus di Klaten Santo Petrus Chapel Rehabilitation Program in Klaten	Jasa Raharja Jamkrindo Askrindo Jasindo	Rehabilitasi 1 (satu) unit Kapel Santo Petrus di Klaten yang mengalami kerusakan pada bagian atap dan struktur bangunan yang sudah lapuk. Rehabilitation of 1 (one) unit of Santo Petrus Chapel in Klaten that had damaged roof and deteriorated structures.
3	<i>Program Bike for Charity</i>	Jasa Raharja Jamkrindo Askrindo Jasindo IFG Life	Program peningkatan kesehatan melalui kegiatan bersepeda (<i>fun bike</i>) dengan target peserta sebanyak 1.000 orang, pemberian santunan dan sembako. Promoting Health through Cycling (<i>fun bike</i>) with expected participants targeting 1,000 participants, as well as handing social assistance.
4	<i>Kindness to Progress</i> Vol. 4 2025 di Desa Ngabab, Malang <i>Kindness to Progress</i> Vol. 4 2025 in Desa Ngabab, Malang	Jamkrindo Askrindo	Pelaksanaan 4 proyek sosial pada bidang sosial (<i>pencegahan stunting</i>) dan ekonomi (pemberdayaan PKK, literasi digital, kampung batik, pengembangan produk turunan Gapoktan – <i>Snack Stick</i>) dan pengembangan TPST Desa Ngabab. The implementation of 4 Social Projects in the social sector such as (<i>stunting prevention</i>) and economics (PKK empowerment, digital literacy, batik village, and development of Gapoktan derivative product – <i>Snack Stick</i>) and development of TPST in Desa Ngabab.
5	<i>Kindness to Progress</i> Vol. 5 2025 di Desa Kersamenak, Garut <i>Kindness to Progress</i> Vol. 5 2025 in Desa Kersamenak, Garut	Jamkrindo Askrindo	Pelaksanaan 4 program utama: 1) Kader Posyandu melalui Pencegahan <i>Stunting</i> , Pelatihan Literasi Digital, bantuan laptop dan bantuan PMT, 2) Inklusif Berkaya melalui <i>Awareness</i> Disabilitas, PHBS, dan bantuan renovasi ULD, serta 3) Sekolah Ramah melalui edukasi <i>anti-bullying</i> . Implementation of three flagship programs: 1) Posyandu Cadre Development through <i>stunting prevention</i> , digital literacy training, laptop assistance, and supplementary feeding (PMT); 2) Inclusive Prosperity through disability awareness, Clean and Healthy Living Behavior (PHBS) promotion, and the renovation of an Integrated Disability Service Unit (ULD); and 3) Child-Friendly Schools through <i>anti-bullying</i> education.
6	Program bantuan beasiswa anak yatim Yayasan Kartika Asih Scholarship Aid Program for Orphanages at Yayasan Kartika Asih	Jasa Raharja Jamkrindo Askrindo Jasindo	Pemberian beasiswa pendidikan kepada 131 anak yatim. Scholarship awarding to 131 orphanages.
7	Pembangunan IPAL di Bantul Constructing IPAL (Wastewater Treatment Plan) in Bantul	Jasa Raharja Jamkrindo Askrindo Jasindo	Pembangunan Instalasi Pengolahan Air Limbah di Bantul untuk mengatasi permasalahan limbah produksi batik. Constructing Wastewater Installation in Bantul to overcome wastewater from batik production.
8	Relawan Bakti BUMN di Maros	Jasa Raharja Jamkrindo Askrindo Jasindo	1. Pendidikan Relawan Mengajar, Bantuan sarana & prasarana pendukung untuk SD 221 Salenrang (buku bacaan dan alat tulis), Renovasi toilet SD 221 Salenrang, Pemberian Makanan Sehat Bergizi Gratis (SD & SMP di Wilayah Desa Salenrang, Bontoa, Maros). 2. Kesehatan Pemeriksaan Kesehatan Gratis. 3. Pengembangan UMK Pelatihan kepada UMK lokal, Panen Padi Bersama Masyarakat Desa Rammang-Rammang. 4. Lingkungan Aksi Bersih Sungai Rammang-Rammang,, Penanaman Pohon Produktif, Renovasi titian di seputar desa Rammang-Rammang, dan pemasangan <i>signage</i> .

No	Program Program	Kolaborator Collaborator	Output Output
(1)	(2)	(4)	(5)
	SOEs Social Volunteers in Maros		1. Education Volunteer Teaching Program, provision of learning media aid for SD 221 Salenrang (reading book and stationery), school's toilet renovation, the distribution of Free Nutritious Meal (SD & SMP in Desa Salenrang, Bontoa, Maros). 2. Health Free medical check-up. 3. The Development of Micro and Small Enterprises (MSE) Training local MSEs, Rice Harvesting with The Locals of Desa Rammang-Rammang. 4. Environment Sungai Rammang-Rammang Clean-up, Productive Tree Planting, Renovation of Pedestrian Walkways in Desa Rammang-Rammang and signage installation.
9	Program IFG Goes to Campus 2025 IFG Goes to Campus 2025 Program	Jasa Raharja Jamkrindo Askrindo Jasindo IFG Life	IGTC 2025 bertema <i>Sustainable Finance</i> kepada 1.198 orang mahasiswa, guru dan masyarakat melalui tahapan kegiatan literasi sbb: <i>Bootcamp</i> (Binus dan IPB) 124 orang, <i>Studium Generale</i> (IPB) 214 orang, <i>Financial Journey</i> (Binus dan IPB) 486 orang, <i>Finplay Summit</i> (Binus) 334 orang. IGTC 2025 with the theme of Sustainable Finance resulting in 1,198 students, teachers, and citizens through the following promoting literacy activities. <i>Bootcamp</i> (Binus and IPB) 124 students, <i>Studium Generale</i> (IPB) 214 students, <i>Financial Journey</i> (Binus and IPB) 486 students, <i>Finplay Summit</i> (Binus) 334 students.
10	Program TJSL Kolaborasi Renovasi dan Pembangunan Sarana Ibadah di Sumatra Barat TJSL Collaborative Efforts to Renovate and Develop Worship Facilities in West Sumatra	Jasa Raharja Jamkrindo Askrindo Jasindo	Pelaksanaan kolaborasi bantuan peningkatan area Masjid Baitul Makmur dan pembangunan Musala Surau Gantiang TK Mudo di Sumatra Barat. Implementation of a collaborative project to expand the Baitul Makmur Mosque and construct the Gantiang Surau at Mudo Kindergarten in West Sumatra.
11	Konservasi Lingkungan dan Pemberdayaan Masyarakat di Raja Ampat Environmental Preservation and Community Empowerment in Raja Ampat.	Kolaborasi 15 BUMN Collaborating with 15 SOEs	Program Kolaborasi TJSL BUMN Konservasi Lingkungan dan Pemberdayaan Masyarakat di Kepulauan Raja Ampat Tahap II berupa terumbu karang, tanaman padang lamun, dan 2.000 bibit mangrove di Kampung Mutus dan Kampung Manyaiun. Phase II of SOE TJSL Collaborative Program in Environmental Preservation and Community Empowerment in Raja Ampat such as coral reef, seagrass, and 2,000 mangrove seedlings in Kampung Mutus and Kampung Manyaiun.
12	Program Kolaborasi TJSL Ata Modo TJSL Collaborative Program Ata Modo	Kolaborasi 30 BUMN Collaborating with 30 SOEs	Program kolaborasi di bidang (1) pendidikan : Bimtes CPNS untuk 300 Guru, Bimbel utk 63 siswa SD, dan Bantuan 235 paket alat Sekolah, (2) ekonomi: Mesin kopi untuk 1 BumDes dan Jaringan Komunikasi UMKM (3) lingkungan: Revitalisasi 1 unit sarana air bersih, penanaman 200 pohon produktif, dan rumah kelola sampah. Collaborative Program covering (1) Education: Civil Servant Candidate Test Preparation for 300 teachers, Tutoring for 63 elementary school students, provision of aid of 235 packets of stationery, (2) Economics: Coffee machine for 1 Village-owned Enterprise (VOE) and SME Networking Platform (3) Environment: Revitalization of 1 unit clean water system, planting of 200 productive trees, and waste management facility.
13	Program Kolaborasi TJSL Likupang – Olah Sampah Likupang TJSL Collaborative Program Likupang – Likupang's Waste Management Program	Kolaborasi 28 BUMN Collaborating with 28 SOEs	Tahun 2025, secara keseluruhan memberikan manfaat langsung kepada 1.862 penerima manfaat, mencakup peningkatan kapasitas masyarakat dalam pengelolaan sampah dan ekonomi kreatif, berkurangnya timbunan sampah dan pencemaran lingkungan pesisir, meningkatnya kesadaran dan perubahan perilaku masyarakat terhadap kebersihan lingkungan, serta terbukanya peluang pendapatan baru melalui penguatan UMKM, ekonomi sirkular, dan sektor pariwisata lokal. Total manfaat yang dihasilkan selama periode program mencapai Rp12.756.564.136 dengan SROI 4,74. Overall, in 2025, we provided direct benefits through 1,862 beneficiaries, covering capacity improvement in waste management and creative economy, the reduction of waste accumulation and coastal pollution, change of community behaviour towards environment preservation, and new opportunities through SMEs empowerment, circular economy, and local tourism. With the total benefit reached IDR 12,756,564.136 with SROI of 4.74.

Kinerja Program Pendanaan UMK [GRI 203-2]

Program PUMK sebagai implementasi Program TJSL BUMN bertujuan untuk meningkatkan kemampuan UMK agar menjadi tangguh dan mandiri melalui pemanfaatan dana BUMN. Pelaksanaan Program PUMK diharapkan dapat:

1. Memperluas kesempatan UMK dalam mengakses penyediaan kredit atau permodalan usaha;
2. Mendukung pengembangan UMK di Indonesia; dan
3. Memperkuat struktur keuangan UMK untuk memaksimalkan kontribusi UMK dalam pertumbuhan ekonomi Indonesia.

Sepanjang tahun 2025, IFG melaksanakan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) melalui kerja sama dengan PT Bank Rakyat Indonesia (Persero) Tbk untuk mendukung akses pembiayaan dan pengembangan usaha mitra binaan. IFG menyalurkan dana kepada BRI sebesar Rp23 miliar pada akhir tahun 2025, atau penyerapan hampir 100% dari RKA PUMK. Dana tersebut berasal dari pengalihan pengelolaan Program PUMK Jiwasraya kepada IFG. Pada tahun 2025 saja, terdapat 45 mitra binaan baru di wilayah DKI Jakarta dan di Jawa Barat sehingga total mitra binaan aktif sebanyak 73 mitra. Untuk menjaga keberlanjutan program, IFG melakukan monitoring dan pembinaan terhadap mitra binaan serta menindaklanjuti penyelesaian piutang. Pengelolaan tersebut diarahkan untuk memperbaiki kualitas pembiayaan, menjaga ketersediaan dana bergulir, serta mendukung tumbuhnya usaha mikro dan kecil yang tangguh dan mandiri.

Pengelolaan Program PUMK Jiwasraya oleh IFG efektif sejak 10 Januari 2025, setelah penyelesaian proses pengalihan melalui penandatanganan Berita Acara Serah Terima. Pengalihan tersebut mencakup dana tunai serta piutang pinjaman mitra binaan, sehingga IFG turut melanjutkan pengelolaan dan penyelesaian kewajiban mitra binaan eks Jiwasraya. Sebagai tindak lanjut, IFG menyampaikan surat notifikasi kepada mitra binaan sebanyak dua kali pada tahun 2025 serta melakukan upaya pemulihan piutang. Sepanjang tahun 2025, IFG menyelesaikan proses pelunasan dari tiga mitra binaan eks Jiwasraya. Meskipun sisa piutang PUMK Jiwasraya tersebut seluruhnya berkategori macet, telah dibentuk penyisihan penuh, sehingga nilai piutang bersih tercatat nihil.

Untuk tahun 2026, IFG merencanakan kelanjutan pembinaan dan pemulihan piutang, termasuk penjadwalan kembali atau penyesuaian persyaratan pinjaman bagi dua mitra binaan. Langkah tersebut diarahkan untuk memperbaiki kolektibilitas dan mengoptimalkan pengembalian dana agar dapat digulirkan kembali, sekaligus menjaga keberlanjutan Program PUMK.

MSE Funding Program Performance [GRI 203-2]

The MSE Funding Program, as an implementation of the SOE TJSL Program, aims to enhance the capabilities of MSEs so they can become resilient and self-reliant through the use of SOE funds. The implementation of the MSE Funding Program is expected to:

1. Expand opportunities for MSEs to access credit or business financing;
2. Support the development of MSEs in Indonesia; and
3. Strengthen the financial structure of MSEs to maximize their contribution to Indonesia's economic growth.

Throughout 2025, IFG implemented the Micro and Small Enterprise Funding Program (PUMK) in collaboration with PT Bank Rakyat Indonesia (Persero) Tbk to support access to financing and business development for its fostered partners. By the end of 2025, IFG had disbursed IDR 23 billion to BRI, representing nearly 100% of the PUMK Work Plan and Budget (RKA). The funds originated from the transfer of the management of Jiwasraya's PUMK Program to IFG. In 2025 alone, 45 new fostered partners joined the program in DKI Jakarta and West Java, bringing the total number of active fostered partners to 73. To maintain the sustainability of the program, IFG monitored and provided guidance to its fostered partners and followed up on the settlement of outstanding receivables. These measures are aimed at improving financing quality, maintaining the availability of revolving funds, and supporting the growth of resilient and independent micro and small enterprises.

IFG's management of Jiwasraya's PUMK Program became effective on January 10, 2025, following the completion of the transfer process through the signing of a Handover Report. The transfer covered cash funds and loan receivables from fostered partners, with IFG subsequently assuming responsibility for managing and facilitating the settlement of obligations of Jiwasraya's former fostered partners. As a follow-up, IFG sent notification letters to the fostered partners twice during 2025 and undertook receivables recovery efforts. Throughout 2025, IFG completed the repayment process for three former Jiwasraya fostered partners. Although all remaining Jiwasraya PUMK receivables were classified as non-performing, full provisions had been established, resulting in a net carrying amount of zero.

For 2026, IFG plans to continue its partner development and receivables recovery efforts, including rescheduling or adjusting loan terms for two fostered partners. These measures are intended to improve collectability and optimize the recovery of funds so that they can be revolved to other eligible partners, while maintaining the sustainability of the PUMK Program.

Memperkuat UMKM Inklusif di Labuan Bajo

IFG memperluas kesempatan berusaha yang inklusif melalui program Inklusif dan Berdaya Labuan Bajo, yang ditujukan untuk memperkuat kapasitas pelaku UMKM perempuan, termasuk penyandang disabilitas. Program ini memberikan pelatihan dan pendampingan kepada 20 UMKM perempuan, dengan enam di antaranya merupakan pelaku usaha penyandang disabilitas, serta dukungan berupa bantuan peralatan usaha pada bidang tenun, tata rias, dan makanan-minuman.

Penguatan kapasitas usaha juga dilakukan melalui kegiatan presentasi usaha yang melibatkan lima UMKM terpilih. Berdasarkan hasil yang dilaporkan, program ini turut mendorong peningkatan pendapatan usaha sebesar 10–20% dan pertumbuhan jumlah pelanggan hingga 15%. Dampak sosial dan ekonomi tersebut tercermin dalam nilai *Social Return on Investment* (SROI) sebesar 2,83, yang menunjukkan manfaat program bagi penerima dan lingkungan ekonomi setempat.

Melalui rangkaian dukungan tersebut, IFG berupaya memperkuat kemandirian dan daya saing usaha perempuan dan penyandang disabilitas sehingga memiliki peluang yang lebih besar untuk berpartisipasi dalam kegiatan ekonomi lokal, termasuk dalam pengembangan sektor pariwisata di Labuan Bajo.

Strengthening Inclusive MSMEs in Labuan Bajo

IFG expands inclusive business opportunities through the Inklusif dan Berdaya Labuan Bajo Program (Labuan Bajo Inclusive Empowerment Program), which aims to strengthen the capacity of women-led MSMEs, including those operated by persons with disabilities. The program provided training and mentoring to 20 women-led MSMEs, six of which were operated by persons with disabilities, as well as business equipment assistance for enterprises engaged in weaving, beauty services, and food and beverages.

Business capacity was further strengthened through business presentation sessions involving five selected MSMEs. Based on the reported results, the program contributed to a 10–20% increase in business income and up to 15% growth in the number of customers. These social and economic impacts were reflected in a Social Return on Investment (SROI) ratio of 2.83, demonstrating the benefits generated by the program for beneficiaries and the local economy.

Through these initiatives, IFG seeks to strengthen the independence and competitiveness of businesses owned or operated by women and persons with disabilities, thereby providing greater opportunities for them to participate in the local economy, including in the development of Labuan Bajo's tourism sector.

Implementasi TJSL dan Tujuan Pembangunan Berkelanjutan (TPB) [OJK F.25]

Pemberdayaan dan peningkatan kesejahteraan masyarakat menjadi fokus utama IFG dalam mengeksekusi berbagai program TJSL BUMN. Guna menyelaraskan komitmen tersebut dengan regulasi, Perseroan mengacu pada POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik untuk memetakan kontribusi sosial ini terhadap 17 Tujuan Pembangunan Berkelanjutan (TPB) di Indonesia.

Penentuan prioritas TPB dilakukan secara cermat oleh IFG melalui analisis mendalam terkait potensi risiko serta dampak dari setiap program kerja yang digulirkan. Melalui pendekatan tersebut, sepanjang tahun 2025, implementasi program TJSL IFG berhasil mendukung pencapaian sembilan TPB, yang secara spesifik mencakup TPB ke-1 Tanpa Kemiskinan, TPB ke-2 Tanpa Kelaparan, TPB ke-3 Kehidupan Sehat & Sejahtera, TPB ke-4 Pendidikan Berkualitas, TPB ke-8 Pekerjaan Layak & Pertumbuhan Ekonomi, TPB ke-6 Air bersih dan Sanitasi Layak, TPB ke-11 Kota & Pemukiman yang berkelanjutan, TPB ke-15 Ekosistem Daratan dan TPB ke-16 Perdamaian, Keadilan & Kelembagaan.

Berdasarkan hasil evaluasi internal, seluruh program yang terlaksana tidak hanya memberikan kemanfaatan nyata bagi para penerima manfaat, tetapi juga memperkuat peran aktif IFG dalam menyukseskan agenda pembangunan berkelanjutan di tingkat nasional. [OJK F.23]

PENGADUAN MASYARAKAT [OJK F.24]

Potensi dampak negatif terhadap masyarakat dan lingkungan di sekitar area operasional senantiasa menjadi perhatian serius bagi IFG. Guna meminimalkan risiko tersebut, Perseroan berkomitmen penuh untuk melakukan berbagai langkah

TJSL Implementation and Sustainable Development Goals (SDGs) [OJK F.25]

Empowering communities and improving their well-being are IFG's primary focus when executing various State-Owned Enterprise (SOE) Social and Environmental Responsibility (TJSL) programs. To align this commitment with applicable regulations, the Company refers to POJK No. 51/POJK.03/2017 on the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, mapping these social contributions against Indonesia's 17 Sustainable Development Goals (SDGs).

IFG carefully prioritizes SDGs through in-depth analysis of the potential risks and impacts of each program implemented. Through this approach, throughout 2025, the implementation of IFG's TJSL programs successfully supported the achievement of nine SDGs, SDG 1 No Poverty, SDG 2 Zero Hunger, SDG 3 Good Health and Well-being, SDG 4 Quality Education, SDG 8 Decent Work and Economic Growth, SDG 6 Clean Water and Sanitation, SDG 11 Sustainable Cities and Communities, SDG 15 Life on Land, and SDG 16 Peace, Justice and Strong Institutions.

Based on the results of internal evaluations, all implemented programs not only provided tangible benefits to beneficiaries but also strengthened IFG's active role in supporting the sustainable development agenda at the national level. [OJK F.23]

PUBLIC COMPLAINTS [OJK F.24]

Potential negative impacts on the community and environment surrounding IFG's operational areas are always a serious concern for IFG. To minimize these risks, the Company is fully committed to taking optimal preventive

pencegahan secara optimal. Sebagai wujud akuntabilitas atas setiap dampak yang mungkin timbul, Perseroan telah memfasilitasi publik dengan menyediakan beragam kanal pengaduan resmi, mulai dari telepon, faksimile, surat elektronik (*email*), situs *web*, *whistleblowing system*, hingga penyampaian aspirasi secara langsung ke kantor operasional IFG.

Komitmen IFG dalam memitigasi dampak sosial dan lingkungan diwujudkan melalui kesadaran penuh terhadap setiap konsekuensi dari aktivitas bisnis perusahaan. Berlandaskan kesadaran tersebut, Perseroan terus mengupayakan tindakan preventif dan mitigatif yang komprehensif. Demi menjaga transparansi dan tanggung jawab sosial, IFG membuka aksesibilitas saluran pengaduan bagi masyarakat luas melalui media telepon, faksimile, *email*, *website* resmi, sistem pelaporan pelanggaran (*whistleblowing system*), maupun kunjungan langsung ke kantor operasional IFG.

Akses pelaporan yang disediakan oleh Perseroan dirancang secara inklusif, tidak hanya untuk menampung keluhan operasional melainkan juga untuk pelaporan pelanggaran lainnya. Saluran ini terbuka bagi pengaduan terkait pelanggaran kode etik, integritas, norma sosial, ketentuan hukum yang berlaku, hingga permasalahan lingkungan hidup. Kendati infrastruktur pengaduan ini telah siap beroperasi secara optimal, sepanjang tahun 2025 tidak terdapat laporan atau pengaduan dari masyarakat yang masuk maupun ditujukan kepada IFG. [OJK F.24] [GRI 2-27]

Tanggung Jawab Produk kepada Konsumen

Keberlanjutan dan pertumbuhan jangka panjang IFG sebagai grup usaha sangat dipengaruhi oleh kepercayaan konsumen, pelanggan, serta nasabah sebagai pemangku kepentingan utama. Kendati demikian, dalam kapasitasnya sebagai *Holding* Asuransi, Penjaminan, dan Investasi, IFG tidak mengelola hubungan kepesertaan secara langsung maupun memasarkan produk dan jasa secara mandiri kepada publik.

Seluruh interaksi langsung, termasuk penetrasi produk dan layanan, menjadi ranah operasional dari masing-masing Anggota *Holding*. Oleh sebab itu, aspek pengungkapan mengenai kesetaraan perlakuan konsumen, inovasi produk, evaluasi keamanan, dampak produk/jasa, penarikan produk, hingga hasil survei kepuasan pelanggan tidak disajikan dalam laporan ini. Seluruh informasi serta data kuantitatif terkait tanggung jawab produk tersebut dapat ditemukan secara rinci pada laporan keberlanjutan masing-masing Anggota *Holding*. [OJK F.17, F.23, F.26, F.27, F.28, F.29, F.30]

measures. As part of its accountability for any impacts that may arise, the Company has provided the public with various official complaint channels, including telephone, facsimile, email, website, whistleblowing system, and direct submission of feedback at IFG's operational offices.

IFG's commitment to mitigating social and environmental impacts is demonstrated through a full awareness of the consequences of the Company's business activities. Based on this awareness, the Company continues to take comprehensive preventive and mitigation measures. To maintain transparency and social responsibility, IFG provides the public with accessible complaint channels through telephone, facsimile, email, the official website, the whistleblowing system, as well as direct visits to IFG's operational offices.

The reporting access provided by the Company are designed to be inclusive, not only to accommodate operational complaints but also to facilitate the reporting of other violations. These channels are open to complaints concerning violations of the code of ethics, integrity, social norms, applicable legal regulations, as well as environmental issues. Although the reporting infrastructure is fully operational, no reports or complaints from the public were received by or addressed to IFG throughout 2025. [OJK F.24] [GRI 2-27]

Product Responsibility to Consumers

IFG's long-term sustainability and growth as a business group are strongly influenced by the trust of consumers, customers, and policyholders as key stakeholders. However, in its capacity as the Insurance, Guarantee, and Investment Holding Company, IFG does not directly manage relationship with policyholder or independently market products and services to the public.

All direct interactions, including product and service penetration, are handled operationally by each Member of the Holding group. Therefore, disclosures regarding equal treatment of consumers, product innovation, safety evaluations, product/service impacts, product recalls, and customer satisfaction survey results are not presented in this report. Comprehensive information and quantitative data regarding these product responsibilities can be found in the sustainability reports of the respective holding members. [OJK F.17, F.23, F.26, F.27, F.28, F.29, F.30]

VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN [OJK G.1]

WRITTEN VERIFICATION FROM INDEPENDENT PARTIES [OJK G.1]

Laporan Keberlanjutan ini belum melalui proses verifikasi oleh Penyedia Jasa Assurance (*Assurance Services Provider*) independen. Namun demikian, PT Bahana Pembinaan Usaha Indonesia (Persero) atau Indonesia Financial Group (IFG) memastikan bahwa seluruh informasi yang disajikan dalam laporan ini telah disusun secara bertanggung jawab dan mencerminkan informasi yang benar, akurat, dan faktual.

Selama tahun 2025, PT Bahana Pembinaan Usaha Indonesia (Persero) atau Indonesia Financial Group (IFG) tidak menerima tanggapan dari pemangku kepentingan, termasuk regulator, atas isi Laporan Keberlanjutan Tahun 2024. Meskipun demikian, Perseroan terus berkomitmen untuk menyempurnakan isi dan format laporan secara berkelanjutan agar selaras dengan ketentuan POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik serta GRI Standards 2021.

This Sustainability Report has not been verified by an independent Assurance Services Provider. However, PT Bahana Pembinaan Usaha Indonesia (Persero) or Indonesia Financial Group (IFG) guarantees that all information presented in this report has been prepared responsibly and reflects information that is true, accurate, and factual.

LEMBAR UMPAN BALIK [OJK G.2]

FEEDBACK SHEET [OJK G.2]

Terima kasih kepada Bapak/Ibu/Saudara yang telah meluangkan waktu untuk membaca Laporan Keberlanjutan Indonesia Financial Group (IFG) Tahun 2025.

Sebagai bagian dari upaya IFG untuk terus meningkatkan kualitas Laporan Keberlanjutan pada tahun-tahun mendatang, kami mengharapkan kesediaan Bapak/Ibu/Saudara untuk memberikan tanggapan dan masukan melalui Lembar Umpan Balik ini. Silakan memberikan jawaban dengan melingkari pilihan yang sesuai dan mengisi bagian yang tersedia, kemudian menyampaikannya kepada kami melalui kontak yang tercantum dalam lembar ini.

Setiap tanggapan dan masukan yang diberikan akan menjadi bahan evaluasi dan pertimbangan bagi IFG dalam meningkatkan kualitas pelaporan keberlanjutan di masa mendatang.

- Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan yang dilakukan oleh Perusahaan:
 - Setuju
 - Tidak Setuju
 - Tidak tahu
- Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan Perusahaan:
 - Setuju
 - Tidak Setuju
 - Tidak tahu
- Materi dan data dalam Laporan Keberlanjutan ini mudah dimengerti dan dipahami.
 - Setuju
 - Tidak Setuju
 - Tidak tahu
- Materi dan data dalam Laporan Keberlanjutan ini sudah cukup lengkap.
 - Setuju
 - Tidak Setuju
 - Tidak tahu
- Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus?
 - Setuju
 - Tidak Setuju
 - Tidak tahu

Thank you to those of you who have read the Indonesia Financial Group (IFG) Sustainability Report 2025.

As part of IFG's efforts to continuously improve the quality of its Sustainability Report in the coming years, we hope you will be willing to provide your feedback and input through this Feedback Sheet. Please answer by circling the appropriate option and filling out the designated sections, then submit it to us via the contact information listed on this sheet.

All responses and feedback provided will serve as material for evaluation and consideration by IFG in improving the quality of sustainability reporting in the future.

- This Sustainability Report provides clear information regarding the Company's economic, social, and environmental performance:
 - Agree
 - Disagree
 - Do not Know
- This Sustainability Report has provided clear information regarding the fulfillment of the Company's social and environmental responsibilities:
 - Agree
 - Disagree
 - Do not Know
- The material and data in this Sustainability Report are easy to understand.
 - Agree
 - Disagree
 - Do not Know
- The material and data in this Sustainability Report are fairly extensive.
 - Agree
 - Disagree
 - Do not Know
- Do you think the designs, layouts, graphics and photos in this Sustainability Report good?
 - Agree
 - Disagree
 - Do not Know

6. Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini?

.....
.....

7. Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini?

.....
.....

8. Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang?

.....
.....

Identitas Pengirim:

Nama :

Email :

Identifikasi menurut kategori pemangku kepentingan (beri tanda ✓ yang sesuai):

- Pelanggan/Konsumen
- Pemegang Saham
- Pemerintah dan Otoritas Keuangan
- Pegawai/Karyawan
- Mitra Kerja Pemasok
- Organisasi Kemasyarakatan/Organisasi Sosial/Lembaga Swadaya Masyarakat
- Media Massa
- Lainnya

Mohon Lembar Umpan Balik ini dikirimkan ke:

Corporate Secretary

Indonesia Financial Group (IFG)

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Surel : cs@ifg.id
Website Perusahaan: www.ifg.id

6. What is the most useful information from this Sustainability Report?

.....
.....

7. What information is considered less useful from this Sustainability Report?

.....
.....

8. What information is missing from this Sustainability Report and needs to be added in next Sustainability Reports?

.....
.....

Sender Identity :

Name :

Email :

Stakeholder category (give a check mark ✓ on the option below that describes you):

- Customers/Consumers
- Shareholders
- Government and Financial Authority
- Staff/Employees
- Partners/Suppliers
- Community Organizations/Social Organizations/Non-Governmental Organizations
- Mass Media
- Others

Please send this Feedback Sheet to:

Corporate Secretary

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