The Thriving Ecosystem

Karya Salemba Empat

2025 Annual Report





Executive Summary

2025 marked the 30th year for Yayasan Karya Salemba Empat (KSE) in our journey to develop an "ecosystem of generosity" to support the growth of Indonesia's education. For three decades, KSE has continuously striven to serve as a bridge to higher education for the Indonesian youth. The spirit of "*gotong-royong*" (mutual cooperation) that serves as KSE's foundational value continues to be strengthened through the development of professional organization management and impactful programs.

Throughout 2025, KSE continued to provide scholarships for more than 2,000 students across Indonesia. KSE's scholarship program aimed to support the development process more comprehensively by providing access to community engagement, technological innovation, as well as social and environmental programs. Our students across 35 partner universities continue to develop themselves through active involvement in academic and non-academic activities, with more than 900 students successfully earning achievements at the national and international levels.

KSE also promotes innovation and community development initiatives. Our Technology for Indonesia (TFI) program provides opportunities for students to develop practical innovations that address community problems across Indonesia. Students have developed technological innovations for alternative energy, waste management, environmentally friendly materials, or innovations that support circular economy initiatives. The TFI program continues to provide the space for students to apply their academic knowledge to



developing relevant solutions that meet community needs. Our Entrepreneur Academy (EA) program also provides the opportunity for students to connect with mentors from various sectors to develop business ventures through training in leadership and entrepreneurship. Alongside our partners and donors, KSE also conducts social and community development programs addressing issues related to education, environment, and economic development.

These achievements demonstrate that KSE's core value extends beyond educational assistance. It is also reflected in our ability to cultivate strong relationships among donors, students, alumni, partner universities, and communities. Each contribution that donors provide through our students transforms into impact that reaches the wider community through a range of community service, innovation, and empowerment programs. Entering our 30th year, KSE continues to strengthen its role as a bridge that connects various individuals and organizations that share our concern towards Indonesia's future. Continuously guided by the spirit of mutual cooperation, KSE strives to ensure that every form of support grows into an opportunity, every opportunity grows into a contribution, and that every contribution creates a lasting impact on society.



Foreword from the Chairman of the Board of Trustees

Arief C. Wana
Chairman of the Board of Trustees

Greetings,

It is with a deep sense of gratitude, pride, and humility that I present Yayasan Karya Salemba Empat's 2025 Annual Report, as we celebrate a very special milestone — 30 years of KSE.

Looking back to 1995, when KSE first began, I am reminded of how a simple idea, brought together by friendship and a shared desire to help others, gradually grew into something far greater than we could have imagined. Three decades later, more than 30,000 students have benefited from KSE's programs. Yet, for me, KSE's greatest achievement has never been measured by numbers alone. It is reflected in the lives we have touched, the opportunities we have created, and, perhaps most importantly, the relationships and trust we have built along the way.

KSE has always been more than a scholarship foundation. It is a family.

Our spirit of *kekeluargaan* — a deep sense of belonging, friendship, and mutual responsibility — has remained the foundation of our journey.

As we enter a new chapter, we recognize that our responsibility extends beyond financial assistance. Education is about empowering students to develop their potential, build meaningful careers, and ultimately give back to society. At the same time, we continue to strengthen KSE's professionalism, governance, and institutional capacity to ensure our mission remains relevant and sustainable.

This year, we also remember with deep sadness the passing of our dear colleague, the late Mr. Hengky Poerwowidagdo. For nearly two decades, his dedication, generosity, and leadership helped shape KSE into what it is today. His legacy will remain an important part of KSE's story and continue to inspire future generations.

To our donors, university partners, volunteers, alumni, students, and Sahabat KSE, thank you for your continued trust, friendship, and generosity. KSE would not be where it is today without you.

As we celebrate our first 30 years, I hope we will look forward with the same passion, humility, and sense of purpose that brought us together in 1995.

Because ultimately, KSE's true legacy is not simply how many students we have supported, but how many lives will continue to be touched by those we have helped.

May the next 30 years bring even greater opportunities to serve, inspire, and make a difference together.

With heartfelt gratitude,
Arief C. Wana
Chairman of the Board of Trustees



Foreword from the Chairman of the Executive Board

Adrian Karim Januar
Chairman of the Executive Board

Dearest friends, donors, and esteemed partners of Yayasan Karya Salemba Empat,

KSE's 2025 annual report is a statement of accountability and transparency of executed programs for all of our donors, partners, university partners, alumni, and society that has become a part of KSE's journey.

This is KSE's 3rd decade of building collaboration in expanding access to higher education for Indonesian youth. Throughout the year, KSE has awarded scholarships to 2,055 students in 35 partner universities across Indonesia. Along with our donors, we have extended our support beyond financial assistance to develop a wide range of development programs. We have helped more than 2,500 students strengthen their competencies and readiness to enter the workforce through various training such as leadership, financial literacy, entrepreneurship, and internship programs.

The mutual cooperation spirit as KSE's guiding value for the past three decades continues to be applied through various community development programs. The collaboration between students, alumni, communities, universities, local governments, partners, and donors has launched initiatives spanning across various fields ranging from education, environment, entrepreneurship, food security, to village tourism. These efforts are also complemented with various social programs such as *KSE Mengajar*, blood donation activities, humanitarian action, and environmental sustainability initiatives as a medium for the scholarship awardees to create meaningful contributions to society.

This year, KSE continues to strengthen our organizational governance through a clear division of strategic leadership and program implementation roles. While the organization's leadership continues to serve on a pro bono basis, operations are managed professionally to ensure that program management, impact measurement, monitoring, and reporting are executed in a more effective, transparent, and accountable manner.
In 2026, we also mourn the loss of the late Mr. Hengky Poerwowidagdo. For last two decades, he has provided a lasting legacy of service and exemplary leadership shared with the organization, students, and alumni. His dedication will continue to inspire us as we carry forward our mission to create access to higher education for the Indonesian youth.

We express our sincerest appreciation to all donors, partners, university partners, alumni, students, and the entire Friends of KSE *(Sahabat KSE)* for your continued trust. We hope that the collaboration we have built over the past three decades will continue to flourish, enabling more Indonesian youth to access opportunities to learn, grow, and create meaningful contributions to society.

Sincerely,

Adrian Karim Januar
Chairman of the Executive Board

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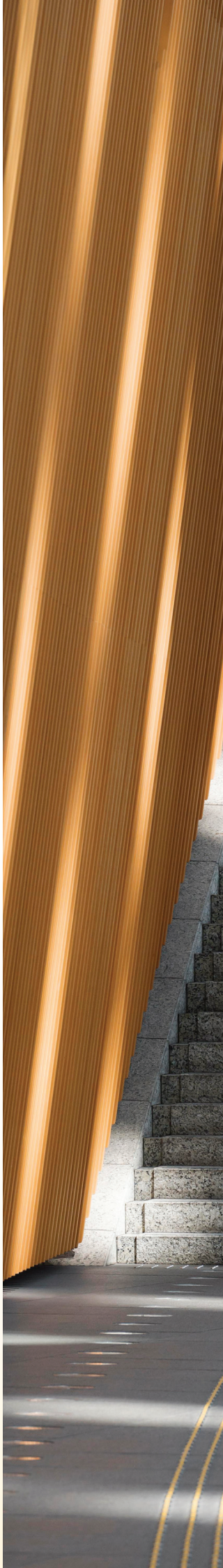

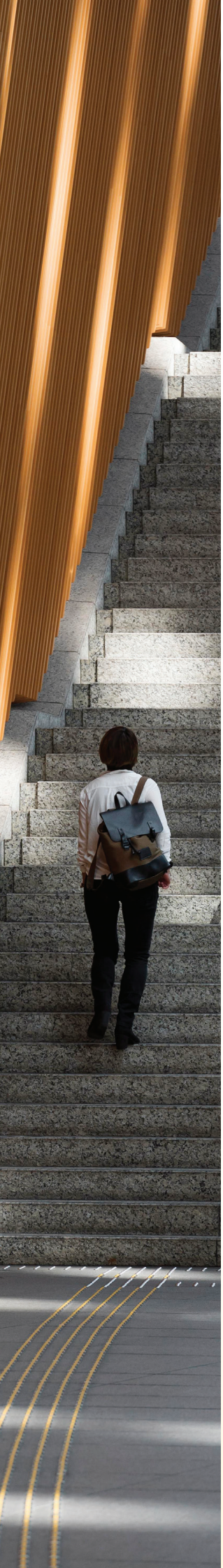

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About KSE



History and Milestones

KSE was initiated in August 1995. The organization was born from the spirit of mutual cooperation among a group of individuals concerned about the continuity of education during a period of economic and social crises in Indonesia. The founders aimed to extend access to educational opportunities they had received, in the form of contributions to ensure that Indonesian youth continued to have access to complete their education despite a significant decline in per capita income.

From the initial financial support provided to three students amounting to IDR 100,000 per month, this noble initiative has now grown into an educational philanthropy movement that has reached more than 30,000 students. The scholarship program has also evolved into a more holistic youth development program that include educational financial support, leadership and entrepreneurship training, as well as community development.

KSE was officially established as a legal entity on October 3rd, 1998. Throughout its journey, KSE has been entrusted as a bridge connecting the contributions of individuals, alumni, companies, and institutions to support access to higher education in Indonesia. KSE continues to build this trust by strengthening its governance, expanding the reach of its programs, and building partnerships with various stakeholders. As of 2025, KSE has collaborated with 35 public university partners, more than 250 corporate partners and donors, as well as thousands of individual donors.

KSE continues to grow through the active support of its alumni, who extend the spirit of mutual cooperation by actively contributing to organizational leadership and the development of an educational philanthropy ecosystem. In 2011, the KSE Alumni Association was organically established as an independent platform that continues KSE's spirit of mutual cooperation based on the values of Sharing, Networking, and Developing. By 2025, KSE alumni have reached more than 30,000 individuals spread across various professional, entrepreneurial, and academic sectors, both nationally and globally. Financial support and community development initiatives generated from these platforms have continued to extend the impact of education to new generations and communities throughout Indonesia.

Timeline of Milestones

1995

- Supported 3 scholarship awardees
- Collaboration with 1 public university partner (Universitas Indonesia)

2005

- Expanded collaborations with 3 public university partners (Universitas Indonesia, Institut Pertanian Bogor, and Universitas Udayana)
- Supported 140 alumni since its establishment

Developing Years
Building KSE's Foundation

Growth Years
Expansion of university and institutional donor partnership

1998

- Establishment of KSE as a Legal Entity

2006

- Initiated external audit practices through a public accountancy institution

2011

- Establishment of KSE Alumni Association

2015

- Supported +11,000 alumni since its establishment

2019

- Collaborated with 34 public university partners

2020

- Technological adoption in development programs

2021

- Expanded collaboration with 35 public university partners
- Launching the Technology for Indonesia (TFI) Programme

2024

- Organizational governance transformation

2025

- Supported 34,154 alumni since its establishment

Expansion Years
Development of a Network of University Partners, Donors, and Students

Transformation Years
Strategic Adaptation to Address Changes

Vision

"Sharing a dream and dedication together towards educating Indonesia"

Mission

"Empowering 10,000 Indonesian undergraduates students each year through scholarship program"

"Supporting and preparing the scholarship grantees to become a graduate with integrity, national perspective, and love for homeland and nation"

"Spread the KSE's spirit "Sharing, Networking, and Developing" for a better Indonesia"

Organizational Values

In executing its programs, KSE upholds three core values that represent the organization's identity, that are Sharing, Networking, and Developing

1

Sharing reflects the spirit of giving that serves as the foundational value of KSE. This value is realized through the transfer of knowledge, experiences, and resources from donors, partners, alumni, and beneficiaries to the wider community

2

Networking emphasizes the importance of building strong connections among students, alumni, universities, donors, partners, and other stakeholders. Through these collaborations, KSE strives to create an ecosystem that supports individual growth and program sustainability

3

Developing represents the organization's commitment to continuous growth and improving program quality. This value is reflected in various efforts to develop students' capacities through leadership training, entrepreneurship, technology, career development, and other forms of student development initiatives

Through the three core values, KSE believes that educational support does not only encompass financial assistance, but also to support the holistic development of individuals, enabling beneficiaries to make positive contributions to the society and nation.

Performance and Impact in 2025







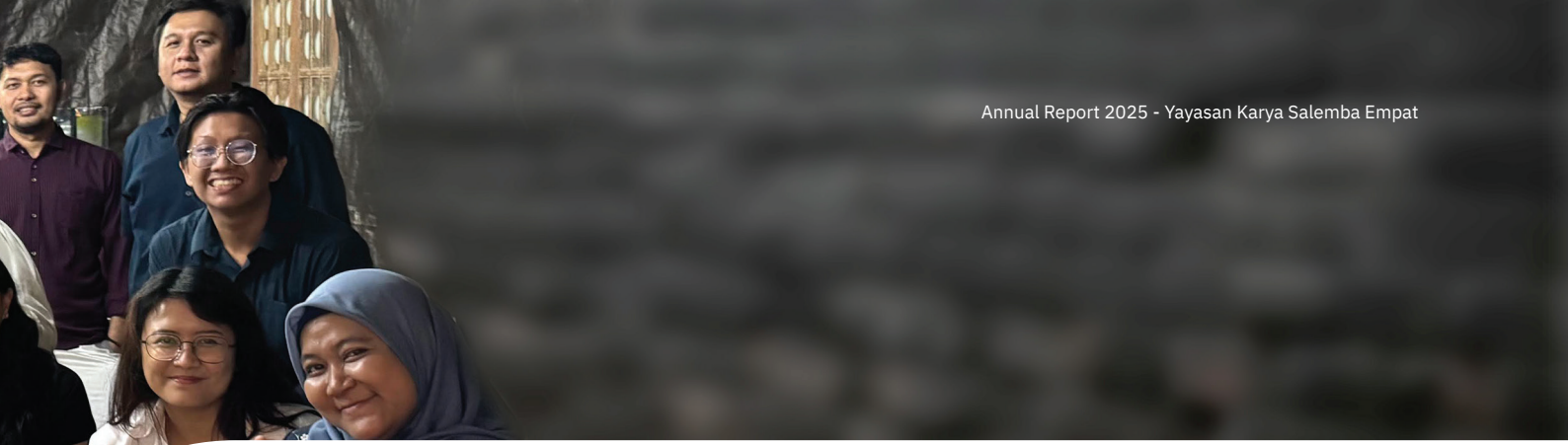
30 Years of Building Access to Education in Indonesia

The year 2025 marks 30 years of KSE's commitment to one mission: ensuring that economic constraints do not prevent Indonesian students from completing higher education. Over the past 3 decades, KSE has grown from supporting three students in 1995 to 34,154 students across 35 public university partners in Indonesia.

For 30 years, KSE has built a strong network of donors, corporate partners, universities, students, and alumni.

Every contribution received is channeled into scholarships that also support student development, technological innovation, and community engagement initiatives implemented by scholarship awardees.

Over the past five years, KSE has strengthened its programmatic approach to ensure that impacts generated are more structured and measurable. Various social initiatives have grown to become community development programs supported by more systematic success indicators and evaluation mechanisms.



Program Highlights

Regular Scholarship Program

The Regular Scholarship Program is KSE's main program, which aims to provide financial support to enable undergraduate students from economically disadvantaged families to complete higher education. In addition to financial support, scholarship awardees are also provided access to personal development programs, networking with alumni and partners, as well as social and community development activities.

In 2025, the program provided 2,055 students in 35 partner universities across Indonesia with monthly financial support amounting to IDR 750,000.

Outstanding Scholarship Program

The Outstanding Scholarship Program provides financial support for students with outstanding academic or non-academic achievements to support the completion of their thesis/final project. This program also supports students' transition to the workforce through training, workshop, and mentoring to develop their soft skills and leadership qualities to meet workplace requirements.

Outreach Programs

To strengthen students' capacities while creating impact for the wider community, KSE also develops various outreach programs to complement our financial support using a more holistic approach. The programs are designed to strengthen the students' character, build their capacity, and expand their professional networks outside of the classroom.

Development Programs

Technology for Indonesia (TFI)

The TFI program supports KSE students and alumni to develop practical technological innovations at various stages - from concept development to field testing and implementation - in agriculture, energy, and environmental sectors.

This year, 62 students from 10 public university partners successfully developed 7 innovations, such as converting plastic waste into fuel, developing energy storage solutions from organic waste, and creating alternative materials to replace plastics using cassava and used coffee grounds.

Community Development (Comdev)

The Comdev program encourages KSE students and alumni to engage directly with communities by implementing initiatives in education, health, environmental sustainability, and economic development. This program is managed in collaboration with the KSE Scholarship Awardees Association.

In 2025, the Comdev program has successfully reached more than 5,100 people through the *KSE Mengajar* program (a teaching movement by KSE awardees for students ranging from kindergarten to high school) implemented in 35 locations; more than 500 students through the learning center program implemented in 22 Scholarship Awardee Association Secretariats; collected more than 18,500 kg of waste through the Waste Clean Up Movement attended by over 2,100 participants; as well as various tourism development, community economic empowerment, and environmental management and circular economy programs.

Entrepreneur Academy (EA)

The Entrepreneur Academy (EA) Program connects KSE students and alumni who aspire to start or grow their businesses with experienced practitioners and alumni through training programs and coaching sessions.

In 2025, the EA Program supported 225 students from 32 universities through the Entrepreneur Academy Camp and 28 students from 15 universities in business coaching sessions conducted in collaboration with Bank BNP Paribas Indonesia.

Leadership Training

Intensive training to build leadership character, discipline, and responsibility in students as future leaders.

Financial Literacy

Training on personal financial management and investment basics to help awardees plan their financial future.

Communication & Public Speaking

Building confidence for students to enable them to deliver ideas effectively, persuasively, and professionally before a public audience.

Career Preparation

Career preparation guidance, ranging from interview techniques to creating Curriculum Vitaes that enhance students' employability.



Collaboration Programs with Donor and Partners

Student Development Camp

In collaboration with various corporate partners, KSE offers development programs for students that focus on leadership, communication, professional ethics, and entrepreneurship. This program helps students enhance their professional competencies, build confidence, and prepare for the transition into the workforce by equipping them to take on leadership roles in both social and professional settings.

Internship and Industry Engagement Program

In collaboration with various partners, this program aims to bridge students with the industry sector by providing them with the opportunity to gain professional experience as well as expand their network. KSE also connects corporate partners with outstanding students who have undergone a structured development and monitoring process.

Sustainable Social Movement

This program provides a medium for students to contribute directly to society through education, health, and community service initiatives. Through this program, students will be able to build empathy, strengthen mutual cooperation values, as well as apply their knowledge and experience that address the needs of the community.

Our Beneficiaries

2,055
Number of scholarship awardees 2024-2025

2,580
Number of scholarship awardees 2025-2026

+3,000
Development program beneficiaries

+5,000
KSE Mengajar program beneficiaries

35
Number of public university partners

Impact Measurement Framework

As a part of KSE's commitment to ensure that programs are delivered effectively, the organization applies the "Strategy, Learning, and Impact" approach throughout its entire program management cycle. The approach helps ensure programs deliver meaningful and targeted outcomes supported by robust, transparent, and accountable monitoring and evaluation processes. Since 2020, KSE has utilized the Social Return on Investment (SROI) framework to measure social and economic value generated by each investment entrusted to us by donors and partners.

Strategy, Learning, and Impact Approach

KSE is committed to deliver targeted programs that create long-term impact for students, their families, and the wider community. To ensure that every program achieves measurable results, KSE applies the "Strategy, Learning, and Impact" approach throughout its program management cycle. This approach serves as the foundation for planning, implementation, evaluation, and continuous improvement of its programs.

KSE ensures that the impact of its programs are centered around the students, and adopts a results-oriented approach to program design and implementation. Each program is developed with clearly defined objectives, measurable indicators of success, and evaluation mechanisms that enable the organization to monitor progress and assess its impact on an ongoing basis.

To measure program effectiveness, KSE assesses scholarship awardee academic performance, non-academic engagement, and career readiness. These assessments are informed by students' periodic reports, program evaluations, coordination with partner universities, and alumni tracking. This approach enables KSE to develop a more comprehensive understanding of the effectiveness and long-term impact of its programs.

KSE continues to strengthen its integrated monitoring and reporting system through the beasiswa.or.id portal. Scholarship awardees submit periodic reports regarding their academic progress and provide accountability for the utilization of scholarship funds in accordance with program requirements. KSE also maintains an alumni tracking system to better understand the program's long-term impact, including career progression, social contributions, and continued engagement in supporting KSE's education ecosystem.

Impact Measurement: Social Return on Investment (SROI)

KSE is committed to ensuring that every contribution entrusted to KSE from partners and donors provides tangible and measurable impact. Since 2020, KSE has applied Social Return on Investment (SROI) as a method to understand, measure, and evaluate the social and economic value generated by its programs.

SROI is an internationally-recognized methodology often used by non-profit organizations to measure the social and economic impacts of their programs. Through this approach, KSE is able to evaluate its effectiveness by measuring the added value of a program by calculating the social impact created through each investment received. To date, KSE has applied the SROI approach to measure the impacts on our primary beneficiaries, that are scholarship awardees and their families.

Our estimates show that from approximately IDR 49.9 billion in investment entrusted to KSE, we have created a social and economic value of around IDR 112 billion, amounting to around 1:2.24 SROI ratio. This result indicates that every IDR 1 invested in a KSE program generates an estimated social and economic value of IDR 2.24.

The measurement reflects various transformations experienced by students undergoing KSE programs, including financial support, personal development, access to wider professional networks, and the opportunity to contribute to society.

The students' families also experience measurable economic impact. Most of the beneficiaries' families reported a reduced financial burden associated with higher education expenses. Evaluation reports indicate that 86% of the families were able to reduce expenditures that were previously allocated for supporting students' educational needs, allowing resources to be redirected toward other household priorities.

KSE also recognizes that the benefits of the programs extend beyond scholarship awardees and their families to a broader range of stakeholders, including partner universities, corporate partners, and donors. KSE is committed to further strengthening its impact measurement and evaluation system to encompass wider stakeholder groups, enabling a more comprehensive understanding of the outcomes and impact generated by its programs.

Cumulative Statistics Since 1995

Over the past three decades of delivering programs in education and student development, KSE has continuously expanded its reach while strengthening its impact measurement system. As of 2025, a range of indicators have reflected KSE's consistent growth based on the number of beneficiaries, quality of its programs, as well as the support received from partners and donors.



Program Beneficiaries

1 Provided support for **34,154 students**

2 **+900 students** received national and international awards each year

3 **+30,000 applications** of scholarship received each year

4 **+28,860 participants** attended personal development sessions

5 **+900 participants** attended the Entrepreneur Academy (EA) program

6 **+6,062 students** participated in Technology for Indonesia (TFI) projects each year

7 **+750 students** enrolled in tutoring programs managed by KSE students and alumni have been admitted to public universities

Social and Economic Impact

Total investment in scholarship and student development programs:
IDR 49.9 Billion

Total social and economic value generated from investments:
IDR 112 Billion

According to the 2022 Social Return on Investment (SROI) analysis, an SROI ratio of 2.24x was achieved, indicating that every IDR 1 invested generated **IDR 2.24** in social and economic value.

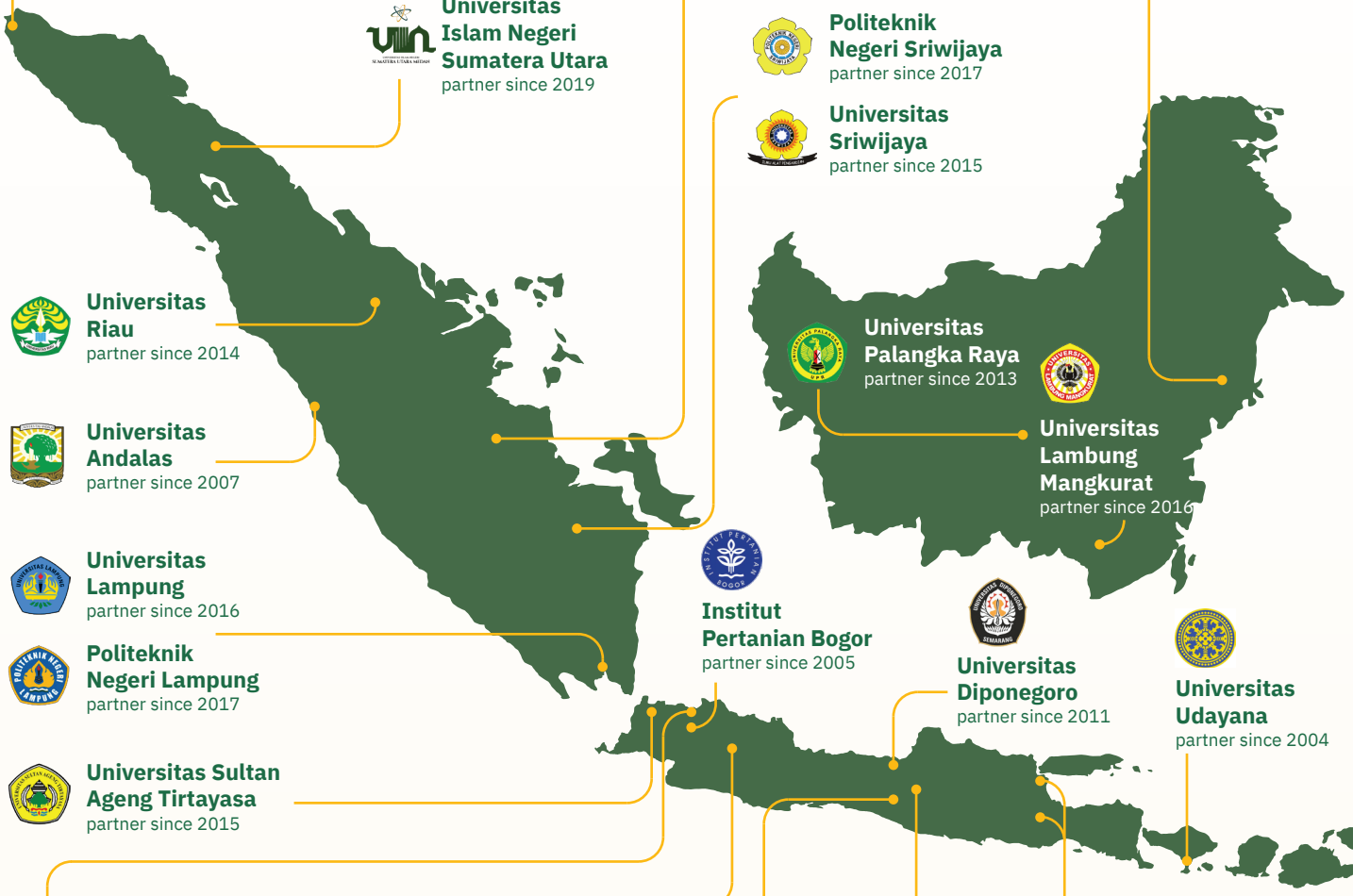
Support from Partners and Donors

>250 corporate partners and donors (excluding individual donors)

35 Public university partners

IDR 470 Billion in funding received since 1995 from partners, corporate donors, and thousands of individual donors

Map of University Partners



Universitas Syiah Kuala
partner since 2015

Universitas Sumatera Utara
partner since 2010

Universitas Negeri Medan
partner since 2019

Universitas Islam Negeri Sumatera Utara
partner since 2019

Universitas Jambi
partner since 2019

Universitas Mulawarman
partner since 2010

Politeknik Negeri Sriwijaya
partner since 2017

Universitas Sriwijaya
partner since 2015

Universitas Riau
partner since 2014

Universitas Andalas
partner since 2007

Universitas Palangka Raya
partner since 2013

Universitas Lambung Mangkurat
partner since 2016

Universitas Lampung
partner since 2016

Politeknik Negeri Lampung
partner since 2017

Universitas Sultan Ageng Tirtayasa
partner since 2015

Institut Pertanian Bogor
partner since 2005

Universitas Diponegoro
partner since 2011

Universitas Udayana
partner since 2004

Universitas Sebelas Maret
partner since 2001

Universitas Indonesia
The location of KSE's establishment in 1995, and a partner ever since

Institut Teknologi Bandung
partner since 2009

Universitas Airlangga
partner since 2015

Universitas Negeri Jakarta
partner since 2014

Universitas Padjadjaran
partner since 2008

Universitas Gadjah Mada
partner since 2008

Institut Teknologi Sepuluh Nopember
partner since 2007

UIN Syarif Hidayatullah
partner since 2015

Universitas Pendidikan Indonesia
partner since 2015

Universitas Brawijaya
partner since 2013


Universitas Tadulako
partner since 2013
Universitas Sam Ratulangi
partner since 2015
Universitas Pattimura
partner since 2015
Universitas Cenderawasih
partner since 2016
Universitas Hasanuddin
partner since 2015
Universitas Nusa Cendana
partner since 2013

Contribution Towards the SDGs

As an organization that focuses on providing access to education for youth, KSE continues to integrate the principles of Sustainable Development Goals (SDGs) in the implementation of various programs and initiatives. The SDG framework serves as a foundation for KSE's commitment to ensure that the impact of its programs do not only contribute towards enhancing the quality of individuals, but also support sustainable social, economic, and environmental development.



SDG 4:
Quality Education

Quality Education (SDG 4) is at the core of KSE's contribution to the Sustainable Development Goals. Since its establishment, KSE has managed the support entrusted by its partners and donors to expand access to higher education for Indonesian youth through scholarship and capacity development programs. To date, KSE continues to strengthen these programs by providing individuals with access to financial assistance, training in leadership and capacity building, and career preparation to support their success throughout their studies and beyond graduation.





SDG 5:
Gender Equality &
SDG 10:
Reduced Inequalities

KSE is committed to creating inclusive access to education for Indonesian youth. In 2025, women accounted for 56% of KSE scholarship awardees, reflecting the organization's commitment to promoting equitable access to education, professional development, and leadership opportunities.

KSE also supports students with disabilities through educational assistance and mentoring programs designed to enhance capabilities and improve readiness for employment. Through this approach, KSE aims to contribute to reducing inequalities in access to education and opportunities for personal development across Indonesia.



SDG 1:
No Poverty &
SDG 8:
Decent Work and Economic Growth

Through the Entrepreneur Academy program, career development initiatives, and other personal development programs, KSE equips Indonesian youth with the knowledge and competencies needed to succeed in the workforce and build sustainable businesses. These programs contribute to the achievement of No Poverty (SDG 1) and Decent Work and Economic Growth (SDG 8).

KSE also supports student-led innovations that deliver tangible impacts to society. In the areas of agriculture and food security, innovations developed through the Technology for Indonesia (TFI) program contribute to improving agricultural productivity and efficiency, including through the development of digital technologies that support decision-making in the food and agriculture sector.



SDG 2:
Zero Hunger,
SDG 7:
Affordable and Clean Energy,
SDG 12:
Responsible Consumption and Production,
SDG 15:
Life on Land

SDG 6:
Clean Water and Sanitation,
SDG 11:
Sustainable Cities and Communities,
SDG 14:
Life Below Water,

Environmental sustainability and building sustainable communities have become key focus areas of KSE's student development programs in recent years. Through the Technology for Indonesia (TFI) program and a range of Community Development initiatives, KSE supports the implementation of solutions that promote environmental sustainability and community development.

The activities include management of waste banks, the development of waste management technologies, ecobrick education, tree-planting campaigns, coastal ecosystem restoration, and the development of solar energy solutions. Over the past several years, communities involved in KSE programs have participated in the planting of more

than 5,000 trees and implemented a wide range of environmental conservation initiatives across Indonesia.

KSE also supports sustainable community development programs through community empowerment and village tourism programs. Initiatives such as Kelana.inc promote the development of community-based tourism that integrates economic, environmental sustainability, and local culture strengthening aspects.



SDG 3:
Good Health and Wellbeing

Health is also an important focus of KSE's program implementation, reflected in initiatives such as blood donation, health screenings, education on clean and healthy living, and other public health campaigns. Through the Technology for Indonesia (TFI) program, students have also developed a range of technological innovations that support environmental health and community-based disease prevention.





SDG 16: Peace, Justice, and Strong Institutions

KSE believes that achieving the SDGs requires strong organizational governance and cross-sector collaboration. The organization upholds the principles of transparency and accountability through annual independent audits and a measurable program management system. KSE also continues to strengthen partnerships with universities, the private sector, alumni, government institutions, and other organizations to expand the reach and impact of its programs. As of 2025, KSE is supported by more than 250 corporate partners and donors and collaborates with 35 university partners across Indonesia. Through an approach that integrates education, capacity development, innovation, community empowerment, and accountable governance, KSE aims to ensure that every program contributes to sustainable development more broadly.





Organizational Governance Transformation

For the past three decades, KSE has continued to strengthen its governance as its program scale, beneficiary base, and partner network have grown. Guided by the principle of continuous improvement, KSE consistently conducts transformations in its governance to maintain accountability, transparency, and the effectiveness of program implementation.

Implementation of Good Corporate Governance (GCG)

Governance Philosophy

KSE believes that good governance is an essential foundation to ensure that our ecosystem of generosity is managed in an accountable and effective manner. As a bridge between donors, partners, and students, KSE is committed to ensuring that all support received by the organization is managed responsibly and provides measurable impact. KSE's Good Corporate Governance philosophy that has guided the organization for 30 years stems from the value of good faith that continues to be preserved, while promoting the values of trust, exemplary leadership, and moral responsibility.

> *"At KSE, good governance is not only built through regulations, but also through values that are preserved"*

KSE's governance approach

- Students positioned at the center of impact
- Data and evaluation positioned at the core of decision-making
- Transparency as a form of commitment to our donors

KSE's governance principles

- Trust-Based Governance
  - Public trust is managed through transparency, accountability, and openness of information
- Long-Term Impact
  - Education is positioned as a social investment that provides sustainable impact
- Institutional Discipline
  - Systems, policies, and oversight mechanisms are implemented consistently and continuously over time

Program Governance

KSE remains committed to channeling the support entrusted by partners and donors through well-targeted programs. We continue to strengthen our program management systems to ensure that every contribution delivers measurable impact. We maintain rigorous governance standards across selection, monitoring, evaluation, and impact measurement of every program. This approach enables us to ensure that each program is implemented effectively and creates lasting impact for beneficiaries and the wider community.

KSE's Program Strategy

- Clear objectives
- Measurable indicators of success
- Mechanisms for continuous evaluation and learning

Program Management Process

- Needs assessment and identification of educational priorities
- Program design and resource allocation
- Implementation with university partners and awardee associations
- Monitoring, evaluation, and reporting

Since 2020, KSE has advanced its program transparency and accountability measures through the modernization of digital systems. The organization has progressively transitioned from manual processes to digital infrastructure that support the entire program management cycle, starting from the selection process to program impact monitoring.

Transparency and Accountability

To maintain and continuously build the trust of our partners and donors, KSE is committed to regulate every contribution through transparent management, regular reporting, and professional accountability. Since 2005, KSE has consistently undergone independent external audits conducted by public accounting firms. As part of its ongoing efforts to strengthen organizational governance and uphold the integrity and transparency of its financial and program management, KSE has been audited by PricewaterhouseCoopers (PwC) Indonesia since 2024. PwC is one of the world's largest public accounting firms and a member of the Big Four global accounting networks.

Financial Management Principles

- Funds are not managed for commercial purposes
- All resources are directed toward scholarships and programs related to student development
- Operational costs are maintained at a proportionate level
- The utilization of funds is monitored through internal management systems and independent audits

Every contribution entrusted to KSE represents a long-term investment in Indonesia's future generations. KSE is committed to ensuring that every contribution is managed responsibly and directed to the intended beneficiaries. To guarantee that each form of support is delivered effectively and in accordance with our quality standards, financial resources are strategically allocated across the following key components.

Financial Assistance	Skills Development	Operational Costs
80%	**8%**	**12%**
Living expenses or academic support allowance	Training,seminars, soft skill development, and career preparation	Monitoring, operational, reporting, and sustainability

Transition of Management

2020–2025 was a transformative period for KSE, characterized by changes in its governance and management systems to strengthen the organization's professionalism and credibility. The end of 2024 represented a significant milestone through the KSE's management transition and organizational restructuring. These changes became part of KSE's ongoing efforts to develop a more sustainable governance system, strengthen institutional capacity, and maintain the organization's relevance in response to evolving needs and emerging challenges.

The transition of management marked an important milestone in preparing KSE for its next phase of growth as an educational philanthropy organization that is becoming increasingly adaptive, innovative, and accountable. Through this process, KSE seeks to preserve its core values of integrity, mutual cooperation, and a spirit of giving while strengthening its institutional capacity through new perspectives and expertise.

Originally led by its eight founders, KSE has developed its management structure to include scholarship alumni, professionals from various sectors, academics, and practitioners whose expertise supports the organization's evolving needs.

Leadership Transition



Arief C. Wana

was appointed Chair of the Board of Trustees, succeeding Mirza Adityaswara



Marsangap P. Tamba

continues to serve as a Member of the Board of Trustees

Adrian Karim Januar

was appointed Chairman of the Executive Board, succeeding Marsangap P. Tamba



F. Chapman Taylor

was appointed as a member of the Advisory Board



KSE Organizational Structure and Systems Transformation

One of the defining characteristics of KSE's governance model is its principle of pro bono leadership. Since the organization was established, members of the Board of Trustees, Supervisory Board, and Executive Board have carried out their leadership responsibilities without receiving remuneration from the organization. Most of KSE's leadership members also serve as individual donors who contribute financial support, time, expertise, knowledge, and professional networks to the organization.

Alongside the growth of KSE's programs and number of beneficiaries, the organization has undertaken reforms to ensure that its programs are managed more effectively and sustainably.

Throughout the process, the spirit of pro bono leadership has remained a defining principle of the organization, complemented by stronger governance systems and greater operational professionalism.

In 2025, KSE implemented a transformation of its organizational structure and governance system, establishing a clear functional separation between oversight, strategic decision-making, and operational management. KSE believes that clearly defined roles and responsibilities are essential to ensure an effective system of checks and balances, thereby strengthening the organization's accountability, transparency, and the effectiveness of its governance and program management.



Roles and Functions

Advisory Board

- Provides strategic advice and guidance to support the Foundation's development and sustainability.

Supervisory Board

- Provides strategic oversight and policy guidance.
- Independently oversees management performance

Board of Trustees

- Establishes the Foundation's general policies and strategic direction.
- Approves work programmes, annual budgets, and reports within its authority.

Executive Board

- Oversees strategic management and decision-making.

Operational Team

- Executes programmes and manages day-to-day operations.

Institutional Donor Relations

- Develops partnerships with companies, institutions, and strategic partners.
- Manages relationships, communications, and reporting to institutional donors.

Individual Donor Relations

- Develops and maintains relationships with individual donors.
- Manages communications and supports sustainable individual giving.

Alumni Donor Relations

- Develops alumni contributions and engagement to support the Foundation's sustainability.
- Maintains relationships and strengthens alumni participation in KSE programmes.

Community Engagement

- Coordinates and supports scholarship recipient communities at partner universities.
- Strengthens student engagement, communication, and capacity development.

The Supervisory Board is responsible for providing strategic oversight and policy direction, while also exercising independent oversight of management performance. The Executive Board is responsible for strategic management and organizational decision-making, including program planning, priority setting, and resource allocation. The Operational Team is responsible for implementing programs and managing day-to-day operations in accordance with established systems, procedures, and performance targets, ensuring that programs are delivered effectively and accountably.

Through the strengthening of its governance, leadership succession, and the transformation of its organizational structure and systems, KSE continues to build an institutional foundation. These efforts play an important role in maintaining the trust of donors, partners, alumni, universities, and beneficiaries, while ensuring that every contribution managed by the organization generates measurable and sustainable impact for the development of Indonesia's youth.

KSE's Scholarship Program

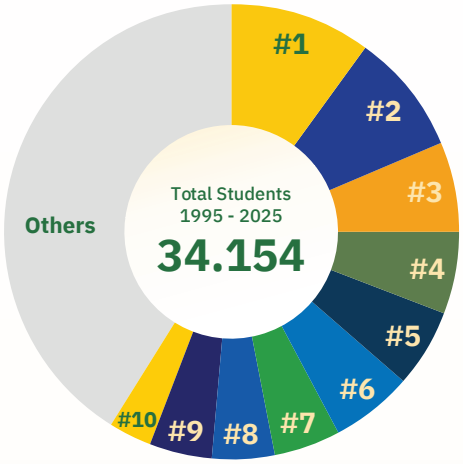
#1 Universitas Indonesia 10.13%

#2 Institut Pertanian Bogor 8.74%

#3 Universitas Padjajaran 6.23%

#4 Universitas Andalas 5.77%

#5 Universitas Gadjah Mada 5.77%



#6 Institut Teknologi Sepuluh Nopember 5.64%

#7 Universitas Sumatera Utara 4.68%

#8 Institut Teknologi Bandung 4.63%

#9 Universitas Diponegoro 4.38%

#10 Universitas Nusa Cendana 3.04%

No	Public Universities	Total '95 - '25
1	Universitas Indonesia	3,461
2	Institut Pertanian Bogor	2,985
3	Universitas Padjadjaran	2,129
4	Universitas Andalas	1,971
5	Universitas Gadjah Mada	1,970
6	Institut Teknologi Sepuluh Nopember	1,927
7	Universitas Sumatera Utara	1,599
8	Institut Teknologi Bandung	1,580
9	Universitas Diponegoro	1,495
10	Universitas Nusa Cendana	1,039
11	Universitas Negeri Jakarta	1,039
12	Universitas Udayana	901
13	Universitas Mulawarman	826
14	Universitas Pendidikan Indonesia	769
15	Universitas Sam Ratulangi	726
16	Universitas Brawijaya	679
17	UIN Syarif Hidayatullah Jakarta	669
18	Universitas Airlangga	664

No	Public Universities	Total '95 - '25
19	Universitas Sultan Ageng Tirtayasa	642
20	Universitas Hasanuddin	604
21	Universitas Palangka Raya	582
22	Universitas Syiah Kuala	566
23	Universitas Riau	558
24	Universitas Tadulako	551
25	Universitas Lampung	512
26	Universitas Cenderawasih	498
27	Universitas Sriwijaya	490
28	Universitas Pattimura	468
29	Universitas Lambung Mangkurat	396
30	Universitas Islam Negeri Sumatera Utara	368
31	Universitas Negeri Medan	363
32	Politeknik Negeri Sriwijaya	271
33	Politeknik Negeri Lampung	260
34	Universitas Jambi	255
35	Universitas Sebelas Maret	193
36	Other Public Universities	148

Total of KSE Scholarship Awardees 1995 - 2025 **34,154 Students**

The Regular Scholarship Program is KSE's flagship program, designed to support undergraduate students facing economic challenges in completing higher education. Through this program, KSE serves as a bridge between donors and active university students enrolled at our 35 public university partners across Indonesia.

Regular Scholarship Program: Financial aid and personal development support for active undergraduate students from underprivileged families

Each scholarship awardee receives monthly financial support of IDR 750,000. This support is intended to cover various educational and study-related needs, including living expenses, books and academic materials, data and communication expenses, and other costs related to university activities. In 2025, KSE provided scholarships to a total of 2,055 students.

Outstanding Scholarship Program: Financial aid and personal development support for high-achieving final-year undergraduate students, as well as additional funding to support the completion of their thesis/final project.

In addition to the monthly support of IDR 750,000, additonal support IDR 5.5 million provided through this program is focused on academic needs related to study completion. The range of support covers research expenses, data collection, thesis preparation, and other costs that directly contribute to the completion of the students' final academic requirements.

In addition to financial assistance, students also receive access to a range of development programs aimed at enhancing their academic and professional preparedness. This approach aligns with KSE's commitment to supporting students' development more holistically, equipping them to become graduates who demonstrate integrity, competency, and readiness to contribute professionally.

Scholarship Selection and Monitoring Process

KSE implements a rigorous recruitment process to ensure that scholarship awardees demonstrate the potential, character, and readiness to grow and actively engage within the KSE ecosystem. Students undergo a comprehensive selection process consisting of multiple stages. The selection process also involves various stakeholders to ensure that scholarship candidates align with the values and objectives of KSE's development programs.

Governance and Monitoring Process

Student Selection Process

1	Digital Verification	Applicant screening is conducted through KSE's digital platform using structured evaluation systems and clearly defined eligibility criteria
2	Interviews	A multi-stage interview process that involves staff, alumni, donors, and other KSE team members
3	University verification	Final verification by partner universities to confirm students' academic status and provision of recommendations

Digital Monitoring Process

1	Scholarship Fund Utilization	Students input a monthly report of the utilization of scholarship funding into KSE's digital system
2	Academic Performance	Submission of an academic transcript each semester to monitor academic progress
3	Academic & Non-Academic Achievements	Periodic reporting of student achievements

Donor Reporting

1	Progress Report	Donors receive comprehensive progress reports on scholarship awardees twice a year
2	Event and Program Report	Partners and donors receive detailed reports on events and programs after implementation



Impact Stories from Development Programs

Over the past 30 years, the Regular Scholarship Program has supported 34,154 students across Indonesia. This achievement reflects KSE's long-term commitment to expanding inclusive access to higher education for Indonesia's youth.

KSE ensures that scholarships are awarded to individuals with a strong commitment to continuous growth. In 2024, as many as 93% of scholarship awardees recorded an improvement in their Grade Point Average (GPA). In non-academic achievements, 64% of awardees were awarded KSE's outstanding scholarship, and more than 900 students received national and international awards and recognitions during their participation in KSE programs. These achievements span various fields, including research, innovation, entrepreneurship, leadership, sports, and arts.

KSE also measures program success through students' readiness to transition to the workforce after completing their education. Alumni tracking data shows that approximately 60% of KSE graduates secure employment or enter the professional field within three months of graduation. This demonstrates that the personal development support provided throughout their studies contributes to strengthening graduates' preparedness to enter the workforce.

Impact Stories of Scholarship Awardee



Satria Akbar Pangestu
Management,
Universitas Brawijaya

"Through various programs, including community development, coaching, mentoring, internships, and other impactful programs, I gained invaluable opportunities to grow, learn, collaborate, and become a more capable and socially aware individual."

For Satria Akbar Pangestu, his university years represent an optimal period for personal growth, both academically and as an individual who aims to continuously contribute to those around him. As a KSE scholarship awardee, Satria has strengthened his leadership and collaboration skills by participating in various development programs supported by KSE alongside its partners and donors, including coaching, mentoring, community development, and career development programs. Throughout 2023–2024, Satria achieved awards at both national and international levels, including a Silver Medal at the Global Youth Invention and Innovation Fair 2024, Top 5 finalist at the Economia Business Case Competition 2024, semifinalist at the Futurest Business Case Competition 2024, and 3rd Place winner for the Business Plan Competition Category at the Economy Festival 2023.

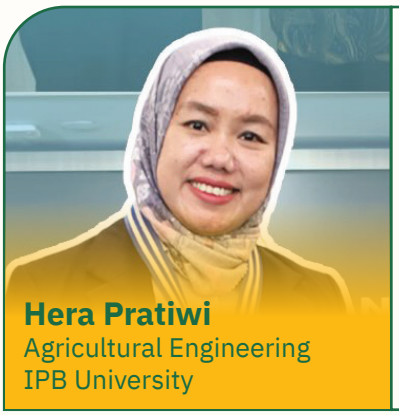


Fionna Nur Illahi
Faculty of Economics and Business, Universitas Airlangga

"KSE nurtured my leadership and entrepreneurial spirit, encouraging me to keep growing, become more empowered, and create meaningful impact while always striving to be a person who brings value to others."

Fionna Nur Illahi, a KSE scholarship awardee in 2025, has not only achieved international recognition but has also continued to embody KSE's spirit. Through her dedication and determination, Fionna successfully won second place in the Poster Category at the 2nd International Innovation and Future Opportunities (IIFO) 2024 held in Malaysia. She also received consecutive funding support through the Student Entrepreneurship Development Program (P2MW) in 2023 and 2024 to further develop her entrepreneurial initiatives. In addition to actively participating in various competitions and business development programs, she has also contributed to community empowerment activities through KSE's Community Development (Comdev) Programs.

Alumni Impact Stories



Hera Pratiwi
Agricultural Engineering
IPB University

"With the spirit of Sharing, Networking, and Developing, scholarship awardees are strongly equipped with the experience needed to enter the workforce, as well as how to maintain connections with fellow awardees and alumni across universities and generations through the KSE Alumni Association."

For Hera Pratiwi, receiving the KSE scholarship provided her with the opportunity to develop her leadership, financial literacy, and entrepreneurship skills. The connections built with other awardees and alumni across generations and universities during her studies have also remained a meaningful part of her journey, with these relationships continuing to grow and be maintained over time. Today, Hera serves as Head of AR/AP Department at PT Asuransi Tugu Pratama Indonesia Tbk (Tugu Insurance), where she continues to contribute to education and financial literacy through the Bakti Tugu program, focusing on education and financial literacy in the insurance sector.

Outreach and Development Programs

Over three decades, KSE has continued to connect students, alumni, universities, donors, and communities within the Friends of KSE *(Sahabat KSE)* network. Our Outreach and Development Programs serve as one of the platforms for creating collaboration initiatives that promote learning, partnership, and social contribution. These programs complement our scholarship support by providing opportunities for student capacity development and community engagement activities.

This approach reflects KSE's efforts to cultivate an ecosystem of generosity. The support provided creates opportunities for collaboration and generates impact that extend towards communities and society at large.

Sustainable Social Movement

Gerakan Pungut Sampah (Waste Collection Movement)



On February 22nd, 2025, KSE commemorated the National Waste Awareness Day through the *Gerakan Pungut Sampah* movement. KSE scholarship awardee contributed to raising awareness among students and communities about the importance of maintaining environmental cleanliness by avoiding littering and reducing household waste.

Scope of the Activity : **35 locations across Indonesia**
Participants : **2,100+ people**
Waste Collected : **18,500+ kg, equivalent to 619 bags of waste**
Participant Breakdown : **1,263 KSE Scholarship Awardees and 859 Community Members (including representatives from educational institutions, government, communities, media, and donors)**

KSE Mengajar (Teaching Movement)



To continue expanding access to education for Indonesian youth, KSE implemented the *KSE Mengajar* program. Held in commemoration of the Pancasila Day on June 1st, 2025, KSE Scholarship Awardee conducted educational activities for elementary school students, Madrasah Tsanawiyah (MTS) students, orphanage residents, and community groups. The activities focused on themes including Anti-Bullying (Positive Friendships), Responsible Social Media Use, and Environmental Awareness. The educational programs were delivered through games, interactive discussions, and inspirational storytelling that emphasize values such as empathy, tolerance, the creation of safe and inclusive school environments, and environmental responsibility.

The initiative was implemented in collaboration with various stakeholders, including KSE Associations and student communities, media, provincial/city/regency government, sub-district and village officials, neighborhood representatives, the Indonesian Armed Forces and National Police, corporate donors, NGOs, environmental communities, as well as the general public and volunteers.

Scope of the Activity : 35 locations across Indonesia
Participants : 5,100+ people
Themes : Anti-Bullying, Responsible Social Media Use, Environmental Awareness
Participant Breakdown :
- 202 KSE's Scholarship awardee
- 2,905 students
- 650 Public society (donor, partners & communities)

Blood Donation Campaign

As part of our efforts to promote social awareness on public health, KSE scholarship awardee organized blood donation activities in various regions. The program was conducted in collaboration with partners from the healthcare sector, private sector, universities, and community organizations to help maintain the availability of blood supply while promoting a culture of volunteerism and social responsibility.

Blood Donation Campaign KSE Awardee Association at Universitas Airlangga



The Karya Salemba Empat Universitas Airlangga Association (PKSE UNAIR) organized a Blood Donation Campaign on December 25th, 2025, at the hall of Ulul Azmi Mosque, Universitas Airlangga. The activity was conducted in collaboration with the Surabaya City Indonesian Red Cross Blood Transfusion Unit (*UTD PMI Kota Surabaya*) to support blood supply availability as well as raise awareness of the importance of blood donation as a form of a sustainable social movement.

Participants	**: 68 participants (KSE scholarship awardees, students, and the surrounding community)**
Blood Bags Collected	**: 25 blood bags**

Blood Donation Campaign
KSE Scholarship Awardee at Universitas Pattimura



KSE scholarship awardees from Universitas Pattimura (UNPATTI) organized blood donation activities in collaboration with PT Bank Panin Tbk. On January 11th, 2025, the activity was held at Ambon City Center and attended by 82 participants, with 40 people successfully donating blood after completing the screening process. Representatives of Panin Bank, students, the notary and land deed official community, the Indonesian Armed Forces, and the general public attended the event.

The blood donation activity was once again conducted on July 5th, 2025, at the Faculty of Medicine, Universitas Pattimura. It successfully engaged 91 blood donors with support from the academic community, the Vertebrae Medical Assistance Team of the Faculty of Medicine UNPATTI, the Indonesian Armed Forces, Ambon Police Department, and various partners.

Number of donors	**: 131 people**
Participants	**: 173 participants (KSE scholarship awardees, students, and the surrounding community)**

Technology for Indonesia (TFI)

7 Inovations
created in 2025

10 Partners
of Public Universities



Plastic to Energy (Pirolisis)

Diesel-equivalent fuel produced from plastic waste

Innovator : KSE ITS Students

Innovation : Developing technology that optimizes the process of pyrolysis to convert plastic waste into alternative fuel that is comparable to diesel fuel. The resulting fuel has been successfully tested on fishing boats and has the potential to provide a valuable solution for waste management while creating a higher-value energy resource.



Battery Energy Storage Technology

Innovator : 18 KSE students from UB, UNTIRTA, UNRI, and UNIMED

Innovation : Developed a technology that utilizes organic waste, including orange peels, apple peels, and leachate as alternative energy sources to generate electricity.



Smart Waste Bin (Jagantara)

The Camp and Implementation of the Technology for Indonesia Program 2024 connected six KSE scholarship awardees from various universities to develop a collaborative technology-based solution that addresses environmental challenges. Through various discussions, research, and mentorship sessions, the students developed a Smart Garbage initiative, which is an intelligent waste bin capable of automatically sorting waste using sensors equipped with an educational system to encourage proper waste separation practices. The innovation has been tested and implemented at the State Electricity Company (PLN) Binjai Service Implementation Unit and Universitas Islam Negeri Sumatera Utara (UINSU). The Jagantara team continues to develop their Smart Garbage innovation by integrating Artificial Intelligence (AI) and Internet of Things (IoT) technologies to enable a wider scope for its production and application.



Recycled Tire Paving Blocks

Innovator : 17 KSE students from ITS, UINSU, UNAIR, UNTAD, and UNMUL

Innovation : Created an innovation to develop recycled tires into paving blocks



Plastic from Organic Waste

Innovator : 7 KSE students from UNTIRTA and ITB

Innovation : Developed sustainable materials derived from cassava peels and used coffee grounds as an alternative replacement for conventional plastic materials



3D Filaments from Used Plastic Bottles

Innovator : 8 KSE students from UNTAD and UNIMED
Innovation : Utilized used plastic bottles as raw materials for producing filaments used in 3D printing



Sound Frequency Generator for Fly Control

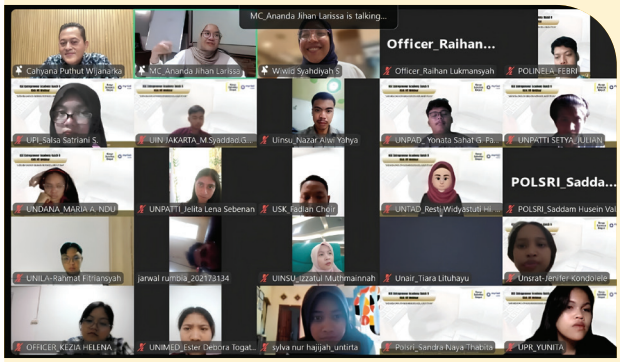
Innovator : 4 KSE students from UINSU and UNTIRTA
Innovation : Utilizing sound waves at specific frequencies to repel, weaken, and reduce fly populations without the usage of chemicals

KSE Entrepreneur Academy

As a part of KSE's efforts to develop leadership, innovation, and entrepreneurial capabilities of our scholarship awardee, the Entrepreneur Academy Program provides training, mentorship, and business development support. The program is designed to encourage participants not only to understand the concepts of entrepreneurship, but also to develop businesses with economic potential and positive social impact for communities.

KSE Entrepreneur Academy Batch 9

28th February 2025 (Kickoff - Online)



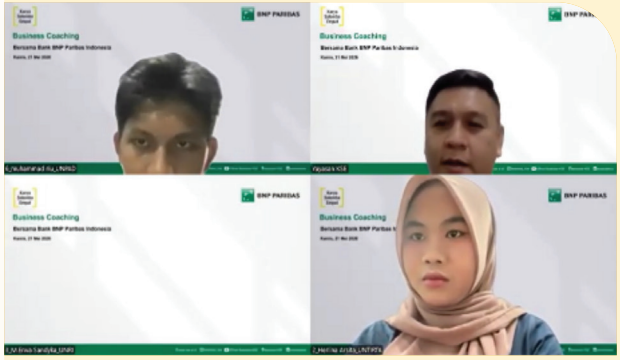
Participants : 225 KSE scholarship awardees from 32 universities

Topics : - Building Sustainable Businesses
- Business Marketing

The KSE Entrepreneur Academy Program was initiated by a kickoff session and activities were implemented in three phases over the course of one year. Sessions include business mentorship from KSE alumni and business practitioners. Each phase is designed to support participants in developing business ideas, strengthening business models, evaluating business progress, and receiving practical input in accordance to challenges encountered.

Business Coaching with BNP Paribas Indonesia

11th June 2025 (Online)



Participants : 28 KSE scholarship awardees from 15 universities

The Business Coaching Program is designed to connect KSE scholarship awardees with partner organizations that act as mentors to support students in developing new and existing business ideas. Mentors from Bank BNP Paribas Indonesia shared their expertise with students in identifying and addressing challenges in business development. This program provides the opportunity for students to strengthen their leadership and entrepreneurial skills through direct guidance from experienced coaches.

Development Programs

KSE believes in a holistic approach to personal development. Together with partners and donors, KSE organizes a range of programs to strengthen non-academic competencies of scholarship awardees and prepare them for entry into the workforce.

Number of Partners	Number of participants	Number of public university partners
17 donor partners	**+2,500 students**	**35 public university partners**

Financial Literacy, Investment, and Capital Markets

Financial literacy became one of the most widely delivered development programs throughout 2025. Through these training programs, students were equipped with essential skills in personal financial management, investment, capital markets, long-term financial planning, and business financial management.



Examples of Training Topics:

PT Bursa Efek Indonesia (BEI) - Young Investor Camp
PT Bank OCBC Indonesia - Financial Literacy for Entrepreneurship
PT UBS Sekuritas Indonesia - Financial Literacy & Investment Games
PT Panin Bank Tbk - Financial Literacy
PT Deutsche Bank - Financial Planning & Personal Branding
PT Panin Asset Management - Financial Literacy: Investment and Capital Markets
PT Bank Central Asia (BCA) Tbk - Smart Talk, Smart Money
PT Bank BNP Paribas Indonesia - Financial Literacy
PT Insight Investment Management - Financial Literacy & Time Management
PT Bank Aladin Syariah Tbk - Increasing Syariah Financial Literacy
PT Trimegah Asset Management - Financial Literacy & Career in Capital Market
PT Bank BTN Tbk - Financial Planning: Owning Your First House in Your 20s
PT Ashmore Asset Management Indonesia Tbk - Financial Literacy: The Importance of Investing from an Early Age

Career Development and Internship Program

Career development training and internship programs are designed to equip students with an understanding of the professional world, career-building strategies, professional development skills, and readiness to compete in the workforce. Through these development programs, students gain the opportunity to engage in discussions with industry practitioners and partner companies, allowing them to acquire valuable insights and expand their professional networks.

Examples of Training Topics:

PT BNI Sekuritas	- BNI Sekuritas Internship Program
PT Indika Energy Tbk	- Leadership and Company Profile Sharing
PT Cisarua Mountain Dairy Tbk (Cimory)	- Introduction to the Manufacturing Industry and Career Opportunities - Career Talk With Cimory - Achieving Early Success with the Industry's Most In-Demand Skills
Asia Pacific Resources International Limited (APRIL) Group	- Leadership and Company Profile Sharing
PT UBS Sekuritas Indonesia	- Thriving in A Career or Business
PT Panin Bank Tbk	- Career Management
PT Cikarang Listrindo Tbk	- Campus Internship Program Batch 2 & 3
Myriad USA	- Law Faculty Alumni Pursuing Careers Across Various Sectors
PT Triputra Energi	- The Opportunity to Work in Commercial Sales in TRIVE
PT BNI Sekuritas	- Internship Program 2025
Paguyuban Alumni Penerima Beasiswa KSE	- Career Coaching with KSE Alumni
PT Bank Central Asia (BCA) Tbk	- Company Visit and Introduction to the Workforce
PT BUMA International Group Tbk	- Career connect
KSE Alumni Association	- Education, Career, and Skills
PT Bank BNP Paribas Indonesia	- Coffee Talk with KSE Alumni
PT Deutsche Bank	- Career Management to the Top
PT Trimegah Asset Management	- Consumerism & Career Coaching - Career in Capital Market

KSE Alumni Gathering 2025: Your Future Starts Here

KSE Alumni Gathering 2025 is a program initiated by the KSE Alumni Association to provide a platform that connects scholarship awardees with KSE alumni to strengthen their readiness to enter the workforce. The program provides students with the opportunity to plan their future by learning directly from KSE alumni regarding career journeys, professional challenges, and experiences. The gathering adopted the concept of "1 Theme – 5 Professional Classes" where participants were able to select classes based on their fields of interest and engage in direct discussions with alumni from various professions.

KSE Alumni Gathering 2025 :
Start From Zero (Session 1)

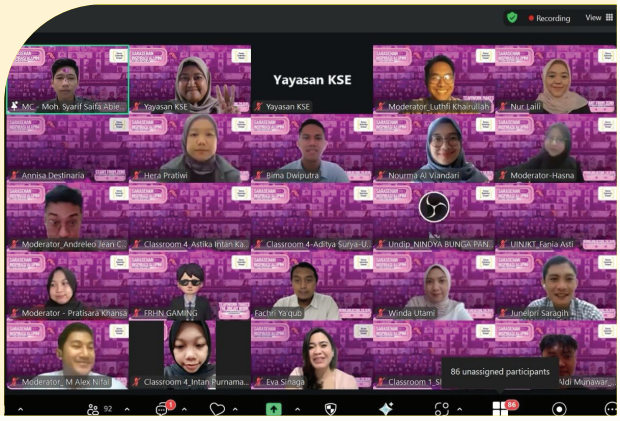
Career Fields
- Education & Trainer
- Health & Medical
- Law & Justice
- Post Graduate
- Infrastructure & Building

KSE Alumni Gathering 2025:
Teamwork Makes The Dream Work (Session 2)

Career Fields
- Energy & Mining
- Media-Service & Retail Startup
- NGO & CSR
- PR-Marketing & Sales
- Entrepreneur

KSE Alumni Gathering 2025 :
Behind and Beyond the Desk (Session 3)

Career Fields
- Finance
- Manufacturing & Plantation
- Government / Public Sector
- HRD-Administration & Operational
- Entrepreneur



Leadership and Character Development

Leadership training programs are designed to strengthen students' capacity as future leaders. The activities are conducted through leadership camps and mentoring sessions that involve partner companies and KSE alumni. Students are provided a platform to build networks, exchange experiences, learn from different universities, and promote collaboration opportunities.

Example Activities

PT Indonesia Asahan Aluminium (INALUM)	- INALUM Camp Leadership Camp I, II & III Batch 2
PT Cikarang Listrindo Tbk	- The Women Power Camp Cikarang Listrindo
PT Bursa Efek Indonesia (BEI)	- Young Investor Camp Leadership Session I & II
PT Mandiri Sekuritas	- Young Investor Camp I, II & III

Mental Health and Personal Development

KSE also organizes programs focused on strengthening students' personal capacity through increased mental health awareness, stress management, and preparations to navigate academic and professional challenges. These programs are a part of KSE's efforts to support students' overall well-being beyond academic aspects to include psychological and social dimensions. The materials provided aim to help students understand the importance of maintaining mental health while building resilience to cope with various pressures throughout their academic journey.

Example Themes

PT Bundamedik Tbk	- Mental Health Seminar

Sustainable Development and Green Economy

As part of our efforts to broaden students' understanding on sustainable development issues, KSE organizes programs that discuss topics such as the green economy, the transition toward sustainable development, and opportunities for youth to contribute to the national sustainability agenda. The materials provided aim to support students in understanding the relationship between economic growth, environmental considerations, and long-term sustainability.

Example Themes

Alumni of the Faculty of Economics and Business, Universitas Indonesia (FEUI), Class of 2003 (*Beasiswa Srikandi*) - Seminar on Green Economy in Indonesia

The online seminar on Green Economy held in collaboration with *Alumni FEUI Angkatan 2003* is a part of our efforts to increase our awardees' awareness on the interconnection between economic growth, usage of natural resources, and environmental sustainability. 109 students who participated in this event were equipped with the understanding about current environmental challenges in the context of economic development, such as increasing consumption, the Earth's limited capacity, and deforestation. This seminar aims to build a generation that is environmentally-aware and empower them as agents of change.

Mandiri Sekuritas CSR Tree Planting Initiative with KSE IPB

In collaboration with Mandiri Sekuritas through the Growin' Program, KSE implemented a tree-planting activity at the SDGs Lake area of IPB University, Bogor. The program successfully planted 300 seedlings of various fruit species including round green avocados, longans, rambutans, mangoes, and other plants. Students actively contributed to maintain a sustainable campus ecosystem, and were able to strengthen their environmental awareness through direct involvement in conservation actions.



Beach Clean-Up and Coral Planting Initiative in Kepulauan Seribu (Panin Asset Management)

As part of our efforts to raise awareness of coastal ecosystems, KSE in collaboration with PT Panin Asset Management and Smiling Coral Indonesia organized a beach clean-up, conservation education, and coral reef restoration activity on Pramuka Island, Kepulauan Seribu. The activity involved 28 participants, including directors and employees of Panin Asset Management as well as KSE scholarship awardees from Universitas Indonesia, Universitas Negeri Jakarta, and UIN Syarif Hidayatullah Jakarta. Through this collaboration, participants were able to be involved in a hands-on environmental conservation activity while strengthening their understanding of the importance of protecting marine ecosystem sustainability for a greener future.



Community Development (Comdev)

Education and Development Programs for Youth

KSE's Community Development Programs in the education sector focuses on improving access to learning opportunities and character building among children and adolescents. Various tutoring programs and learning centers are delivered by KSE scholarship awardee as a form of direct contribution to communities. Through non-formal learning approaches, these programs aim to support students in improving their academic understanding, prepare for university entrance examinations, and develop greater motivation for learning.



Kutaku Tutoring Program (INALUM) in Collaboration with KSE Medan Raya Association (USU, UINSU & UNIMED)

A free tutoring program for senior high school students in Kuala Tanjung, North Sumatra

- Students participated in the Kutaku Tutoring Program — **100 Students**
- Kutaku participants have advanced to university — **25%**



Sikola Panrita (PII)

A tutoring program for senior high school and vocational school students to prepare for university entrance examinations in South Sulawesi

- Provided tutoring sessions for SHS & VHS students — **350 Students**
- Prospective students were accepted into public universities — **150 Students**
- KSE student volunteers — **35 Students**



Arika Learning Center (PII)

A non-formal learning space that supports children's quality education, character building, and creativity through interactive and engaging learning activities in Ambon

- Regular educational activities conducted in a month — **3 Times**
- Educational activities in commemoration of Heroes' Day and book donation activities — **in 4 elementary schools**



RUSUK Tutoring Program (Insight)

Bimbingan belajar persiapan ujian, pendalaman materi di luar sekolah, dan peningkatan motivasi belajar

- Students participated in the RUSUK Tutoring Program — **38 Students**



Rumah BABE - Bali Learning Center

A university entrance examination preparation program for students in Bali

- SHS & VHS students participated in the *Rumah BABE* program



Rumah Honai (KSE UNCEN – Jayapura)

A tutoring program for students ranging from early childhood education to senior high school, providing lessons in reading, writing, mathematics, and English

- Students participated in the *Rumah Honai* program — **50 Students**



Comdev Noelbaki

An educational program in Kupang that provides additional learning support and assistance with assignments for children in Bahasa Indonesia, mathematics, and English

- Kindergarten and elementary students participated in the Comdev Noelbaki



Learning Center KSE UNDANA

A tutoring program in Kupang that supports students from kindergarten to JHS through foundational lessons, homework support, and learning support in mathematics, Bahasa Indonesia, and English.

- Students in the KSE UNDANA Learning Center program — **3-5 Students**



UNIMED Learning Center

A public university entrance preparation program in Medan that supports students from various majors

- 12th grade SHS students participated in the UNIMED Learning Center program

10



SABE – Sanggar Belajar

A university entrance preparation program in Surabaya providing in-depth learning on higher education admission materials

- Students participated in the *SABE* program — **8 Students**
- Students were successfully enrolled in university — **5 Students**

11



Rumah Tarbiyah Tutoring Program

An intensive university entrance preparation program in Medan that supports senior high school students through academic material reviews and examination practice sessions

- Students in the *Rumah Tarbiyah* Program — **15 Students**
- Students were successfully enrolled in university — **6 Students**

12



SINUS – Sekre Jenius

A university entrance preparation program in Bandung that provides in-depth learning on public university admission exam materials and guidance for selecting university majors

- Students participated in the *SINUS* program — **30 Students**
- Students were successfully enrolled in university — **11 Students**

13

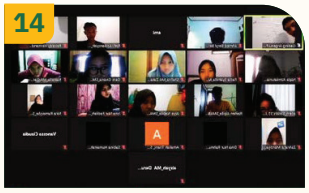


SIGMA – Siapkan Generasi Masa Depan

A university entrance preparation program in Semarang for students majoring in science and social science.

- Students participated in the *SIGMA* program — **21 Students**
- Students were successfully enrolled in university — **13 Students**

14



Rumah Ganesha

A university entrance preparation program in Bandung that supports students through in-depth learning materials, examination practice sessions, and mock tests

- Students participated in the Rumah Ganesha program — **18 Students**
- Students were successfully enrolled in university — **13 Students**



Sikola Panrita

A tutoring program and motivational talk show to push students to continue their studies to universities in Makassar

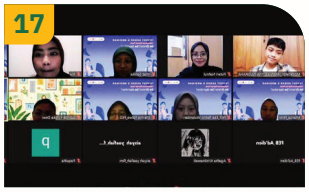
- Students participated in *Sikola Panrita* Program — **504 Students**
- Students were successfully enrolled in university — **75 Students**



RUPIN – Rumah Pintar

A public university entrance preparation program in Depok

- Students participated in the *RUPIN* program — **39 Students**
- Students were successfully enrolled in university — **24 Students**



SABE – Sanggar Belajar

A tutoring program in Surabaya to prepare students for national examinations and university entrance selection through in-depth learning and discussion sessions on examination questions.

- Students participated in the SABE program — **15 Students**
- Students were successfully enrolled in university — **10 Students**



SUPERBEDJO

An intensive university entrance preparation program in Yogyakarta for senior high school students preparing for the computer-based written examination

- Students participated in the SUPERBEDJO program — **22 Students**



RUMPUT – Rumah Belajar UNTIRTA

An tutoring program in Banten that promotes innovative learning approaches and enhancement of students' general knowledge

- Students participated in the *RUMPUT* program — **21 Students**
- Students were successfully enrolled in university — **4 Students**



COIN – Center of Inspiring Learning

An online tutoring program in Jakarta that provide educational webinars, mock tests, and academic guidance for university major selection

- Students participated in the COIN program — **21 Students**
- Students were successfully enrolled in university — **4 Students**



RUBIK – Rumah Berbagi Ilmu

Bimbingan belajar persiapan SBMPTN dan pendalaman mata pelajaran Kimia, Biologi, Fisika, Matematika IPA, Geografi, Ekonomi, Sosiologi, Matematika IPS, Sejarah, TPA, dan Bahasa Inggris untuk siswa-siswi SMA atau sederajat di Malang

- **Students participated in the *RUBIK* program** — **10 Siswa**
- **Students were successfully enrolled in university** — **8 Siswa**



RENCONG

An intensive tutoring program providing support for Joint Selection for Public University Entrance examination equipped with guidance on university major selection and online learning materials

- **12th grade senior high school students participated in the RENCONG program**



Economic Development and Community Entrepreneurship

KSE provides support to various local economic empowerment programs to develop entrepreneurial capacity among communities. The programs focus on providing training on production, business capacity building, and value-added product development. These approaches aim to create alternative livelihoods and strengthen communities' abilities to manage sustainable businesses.

- **"Sekar Mukti" Independent Creative Center (PT Cikarang Listrindo)**



Development of an MSME fashion center in Bekasi producing hijabs and beaded products crafted by the Kampung Pasir Emas community

  - **7 community partners**
  - **Development of Sekar Mukti Gallery**

- **Entrepreneurial Mindset Training**

Entrepreneurial Mindset Training for the KSE UNPAD Association and Housewives (individual donor support) and growth mindset training for entrepreneurs in Cibiru Village.

  - **7 women from the Women Farmers Group (KWT)**
  - **23 KSE students**



Environmental Management and Circular Economy

KSE's environmental programs focus on waste management, circular economy initiatives, and the development of community-based solutions to promote environmental sustainability. Through these programs, communities are encouraged to transform waste into products with economic value. KSE also develops programs that support food security through the utilization of simple technologies and local resources.

- **Elementary School Waste Bank and Financial Literacy for Kids with BNP Paribas**



SDN Cinangka 02 Depok in collaboration with Bank BNP Paribas Indonesia and KSE UIN Jakarta organized an interactive learning program that integrated waste segregation and financial literacy education for elementary school students. The 115 participants learned about basic financial management, saving habits, waste banks as an alternative savings model, and practical waste segregation activities to strengthen environmental awareness. This initiative contributes to building early financial literacy and environmental responsibility through collaboration among schools, university students, and corporate partners.

- **Elementary School Waste Bank and Financial Literacy for Kids with UBS**

  Development of a Waste Bank initiative in Riau to promote waste management awareness within the community while creating additional income opportunities. The proceeds of waste sales would be able to be converted to Pegadaian Gold Savings.

  - 112 customers
  - 1.2 tonnes of waste collected

- **BTN Bank Waste Bank Development Collaboration with KSE Scholarship Awardee**

  BTN Bank collaborates with KSE to launch a Waste Bank program as part of its commitment to supporting environmental conservation, community empowerment, and the achievement of the Sustainable Development Goals (SDGs).

  Through this collaboration, seven Waste Banks across various regions in Indonesia received mentoring and capacity building, with KSE awardees involved as agents of change in their communities. The program not only focuses on improving waste management practices, but also promotes economic value creation, environmental education, and active community participation in maintaining environmental sustainability.

Seven BTN Ramah and KSE Waste Bank locations:



- Wadah Erwe Waste Bank – KSE ITS (Surabaya)
- 89 Waste Bank – KSE ULM (Banjarmasin)
- Melati Waste Bank – KSE UNHAS (Makassar)
- Gebyar Waste Bank – KSE UNPATTI (Ambon)
- Pelangi Waste Bank – KSE UNSRI (Palembang)
- Kabelotapura Waste Bank – KSE UNTAD (Palu)
- Cipta Lestari 30 Waste Bank – KSE UNTIRTA (Serang)

The BTN Ramah Waste Bank program developed in collaboration with KSE serves as a concrete initiative to develop a culture of environmental awareness and strengthen the role of youth in shaping a greener, cleaner, and more sustainable future for Indonesia.

- **Hydroponic Program (Samuel Aset Manajemen)**



A local food security and economic empowerment initiative in Palu through hydroponic vegetable cultivation in collaboration with KSE UNTAD

- 20 communities
- 75 product units produced in one month

- **Eco Enzyme Education Program (KSE Universitas Udayana and Sumedang Environmental Agency)**

KSE Universitas Udayana organized an Eco Enzyme Education Action initiative with residents of Cileles Village, Sumedang, as part of the efforts to promote awareness in organic waste management among communities. In collaboration with the Sumedang Environmental Agency (DLHK), the program featured an educational talk show on eco-enzyme utilization and a local action activity through the release of 50 liters of eco-enzyme into the Lumintang River as part of an environmentally-friendly implementation practice and zero-waste campaign.

- **Maggot Farm, Mojosongo (KSE UNS)**

  The KSE UNS Association conducted a monitoring activity for Black Soldier Fly (BSF) larvae cultivation, consisting of production cycle evaluation, harvesting processes, and the distribution of cultivated products. The harvested larvae were provided to Jarpak 1860 Grant Partner in Ngringo Village, Mojosongo, Solo, as part of the efforts to support the reduction of household organic waste, community empowerment, and the creation of sustainable economic opportunities.

Development of Community-Based Tourism

With support from INALUM, KSE developed a community development initiative that leverages local tourism potential. The program focuses on strengthening community capacity, improving tourism support facilities, and strengthening local economic activities. A collaborative approach involving multiple stakeholders plays a key role in developing a more sustainable tourism destination.

- **Kuta View Eco Tourism (INALUM)**



The Kuta View Eco Tourism development program is a collaborative community-based tourism initiative involving KSE Scholarship Recipients and the Kuala Tanjung Village community. The management of the tourism village is conducted using a participatory approach that engages multiple stakeholders, including women community groups, farmer groups, youth organizations, tourism awareness groups, and village authorities. The collaboration successfully created various innovations to the tourism village, such as the development of the eduwisata.com platform as a medium for promotion, hydroponic rice cultivation as an agricultural learning tool, and strengthening of destination marketing and outreach for Kuta View.

- **Ponot Waterfall Tourism Development (INALUM)**



Through the Ponot Waterfall Tourism program in Paritohan, KSE awardees collaborated with local communities to support tourism village development through improvements of tourism facilities, cultural preservation efforts, and support for local MSMEs. As part of the efforts to strengthen tourism promotion and destination management, the program has successfully introduced

several innovations. Students and local communities developed horasecowisata.com to widen its access to promotional opportunities as well as providing information about Ponot Waterfall Tourism Area. To ensure that tourists are able to receive accessibility and education, tourism support facilities were enhanced through the development of a Ponot Waterfall Tourism visitor map, flora and fauna conservation educational materials, and an efficient water management system.

Cultural preservation initiatives were implemented through the development of Batak Culture Information Boards to introduce local heritage. In preparation for the Desa Tangga Cultural Festival, a children's cultural learning center was also developed to encourage younger generations in preserving local traditions.

To strengthen the local economy, students and community members developed the Ponot Store as a promotional and sales platform for community-based MSME products, enabling visitors to access and purchase locally produced goods from Ponot Waterfall Tourism Area.

Humanitarian Aid

In response to the flash flood disasters in Aceh, North Sumatra, and West Sumatra, KSE initiated the KSE Care program. The program focuses on fundraising and distribution of humanitarian assistance, implemented in collaboration with KSE Alumni Association and Scholarship Awardees Association. The support reached affected scholarship recipients, alumni, and communities through the provision of essential goods and sanitation supplies, including food packages, medicines, and other health necessities. KSE encouraged alumni from USK, USU, UINSU, UNIMED, and UNAND to participate in the collective humanitarian action.

- **KSE Alumni Association**
  Humanitarian volunteers providing disaster relief support in the Sumatra Region
- **KSE Alumni Association and Scholarship Awardees Association**
  Fundraising for Sumatra Disaster Relief
- **KSE Scholarship Awardees Association**
  Educational Activities and Support for Orphanages
- **KSE UNAIR Scholarship Awardees Association**
  KSE Care Program in Kampung Dupa Magersari



KSE Care Program in Desa Kaloran



> *Through this program, we gained more than just product-making skills. We were encouraged to be confident in seizing opportunities, building independence, and believing that small village-based businesses can grow. The support made us feel stronger, more motivated, and more confident that our efforts can bring positive contributions to our families and surrounding communities*
>
> *Ibu-Ibu Kreatif Kaloran*

KSE Scholarship Recipients from Universitas Sultan Ageng Tirtayasa (UNTIRTA), in collaboration with 10 women from the Kaloran Village community in Banten, developed Moringa Leaf Sticks as a local resource-based food product. The training successfully increased the participants' skills in product development, packaging, and home-based business opportunities. The program aims to contribute to improving opportunities to increase household income.

Strategic Partnership and Ecosystem

Partnership Model (Donors, Public Universities, Government, Alumni)

For the past 30 years, KSE has continuously cultivated the spirit of mutual cooperation that is collectively shared among partners and donors. Referred to as Friends of KSE *(Sahabat KSE)*, our partners and donors serve as key contributors to a larger ecosystem of generosity that support the advancement of KSE's efforts as a part of our beneficiaries' stories of transformation. Friends of KSE are involved in all aspects of the program, not only through financial support, but also by providing knowledge, time, and meaningful social and thematic collaborations.

Friends of KSE consists of a network of partners, donors, public universities, scholarship awardees, and alumni within a shared ecosystem of generosity. Through this collaborative partnership, KSE acts as a bridge that ensures contributions made by donors are effectively delivered into structured education and personal development programs.

KSE also collaborates with public university partners in implementing the selection, verification, and monitoring of scholarship recipients. The selected awardees do not only receive financial assistance for educational needs and living expenses, but also gain access to various personal development programs such as coaching, leadership training, career preparation, entrepreneurship, and technological training. To maintain the quality of program implementation, KSE applies a structured monitoring system that regularly assesses academic and non-academic outcomes. KSE also conducts impact data collection as a part of the organization's learning process and program development.

As part of its commitment to stakeholder accountability, KSE regularly provides financial reports and program impacts with its partners and donors. All funds are also managed by a transparent governance system and independent audit mechanism. Our alumni also serve as strategic partners that strengthen program sustainability through their contributions as donors, mentors, and implementers of student development programs. The involvement of various stakeholders creates a sustainable cycle of support which enables our beneficiaries to not only gain access to education, but also the opportunity to give back and support the development of the next generation.

Testimonies from University and Donor Partners



Alim Setiawan

Rector of IPB University

I would like to extend my deepest appreciation and gratitude to Yayasan Karya Salemba Empat (KSE) for its continuous dedication and care to IPB University students. The partnership that has been established since 2004 represents a meaningful synergy aimed at breaking the cycle of poverty through education. KSE does not only provide financial support to reduce the expenses for higher education, but also builds an ecosystem that develops character, leadership capacity, and deep social responsibility among students.

May KSE continue to uphold its core values of Sharing, Networking, and Developing, while inspiring a culture of giving, compassion, and collaboration within communities. We hope for KSE to continue its journey in empowering Indonesian students and supporting them in achieving their dreams. We also encourage KSE scholarship alumni at IPB University to continuously maintain and strengthen its alumni network in order to contribute as an impactful mentor for the next generation of scholars.

May the enduring synergy between KSE and IPB University continue to grow, become more sustainable, and provide wider impact to the advancement of education in Indonesia. Through this collaboration, we hope to nurture generations of outstanding individuals who excel beyond academics who embody integrity, leadership, global competitiveness, social awareness, and entrepreneurial spirit, becoming future leaders who are able to drive progress for Indonesia.



Dr. Hempri Suyatna, S.Sos., M.Si

Director of Student Affairs - Universitas Gadjah Mada

As the Director of Student Affairs of Universitas Gadjah Mada (UGM), I would like to extend my highest appreciation and gratitude to Yayasan Karya Salemba Empat (KSE) for its longstanding commitment and contribution to supporting UGM students since 2009. The KSE scholarship program has created a meaningful impact by not only reducing financial expenses for education, but also strengthening students' development in academic and non-academic capacities. Through KSE's consistent support, 1,042 UGM students have successfully completed their studies.

We highly appreciate and support KSE's commitment in developing a positive ecosystem of guidance through various personal development activities, such as leadership training, seminars, social engagement activities, and opportunities for student collaboration. These efforts are aligned with UGM's vision of nurturing graduates who are intelligent, strong-willed, socially responsible, and possess values of leadership and initiative. The KSE community in UGM serves as an inspiring platform where students are able to learn, exchange experiences, build networks, and contribute meaningful impact to the university and society.

We hope that the strong collaboration between Universitas Gadjah Mada and Yayasan Karya Salemba Empat will continue to flourish. We hope that more students will be able to gain the opportunity to develop, realize their potential, and become future generations who embody excellence, integrity, and a strong commitment to contribute to the nation.



Alexie Ferreria-Mercado

Manager, Asia Pacific
Myriad USA

Our partnership with KSE spans over a decade, and during this time, we have witnessed KSE's impressive growth and dedication to expanding opportunities for talented young Indonesians. KSE demonstrates the profound impact that investing in education can have on individuals, families, and communities. Their commitment goes beyond scholarships: equipping young people with the skills, confidence, and networks to realize their potential can inspire a nation and create lasting change. We are proud to partner with KSE in supporting a future where talent—not circumstance—determines what is possible.



Rian Ditha Prasetianti

Division Head of Corporate Secretary
& Communications
PT Penjaminan Infrastruktur Indonesia

As a Special Mission Vehicle (SMV) under the Ministry of Finance of the Republic of Indonesia, PT Penjaminan Infrastruktur Indonesia (Persero) / PT PII is mandated to support the acceleration of sustainable infrastructure development. We believe that development can not only be achieved through physical infrastructure, but also through investment in quality human resources. Therefore, our collaboration with Yayasan Karya Salemba Empat (KSE) in implementing the scholarship program is part of our commitment to contributing to inclusive and sustainable development in Indonesia.

Through this partnership, PT PII supports greater access to higher education, particularly for students from Eastern Indonesia, in order to receive equal opportunities to develop their academic potential, leadership, and character. We appreciate KSE's role in not only providing financial support through its scholarship program, but also offering various personal development programs that equip awardees with the skills and knowledge required to navigate future challenges.

We hope that the synergy between PT PII and KSE continues to strengthen and be able to create a wider impact on Indonesia's education sector. We hope that the scholarship awardees continue to grow to become a generation of outstanding and principled individuals who are able to contribute towards national development and create an Indonesia that is more prosperous, competitive, and sustainable.



Governance & Accountability


Empat
Empat
Karya
Empat

Governance Structure

In 2025, KSE transformed its governance structure, continuing its pro bono leadership model while enhancing operational professionalism in organizational management practices. This transformation is a part of management succession and multi-generation collaboration efforts, the Board of Trustees, Supervisory Board, Executive Board, and Operational Structure. KSE remains grounded in the spirit of mutual cooperation, supported by professionalism in deliberation-based strategic decision-making processes, open coordination, regular evaluation, and independent audits as a form of our commitment towards the organization's transparency, accountability, and long-term sustainability.

Pendiri KSE



Mirza Adityaswara



Satriadi Indarmawan



Tatan A. Taufik



Rizal B. Prasetijo



Laksono Widodo



Basya G. Himawan



Salusra Satria



Robert Tumiwa

Board of Trustees



Arief C. Wana



Ahmad Solihin



Marsangap P. Tamba

Advisory Board



F. Chapman Taylor

Supervisory Board



Kennyarso
F. Soejatman



Ella I. Nusantoro



Dr. Yasmine
Nasution

Executive Board



Adrian Karim Januar
Executive Director



Christanto Pranata
Vice Executive Director I



Firdila Sari
Vice Executive Director II



Rendi Seftian
Vice Executive Director III



Endah Lestari
Secretary I



Sinta Setyaningsih
Secretary II



The Late Hengky Poerwowidagdo
Secretary III



Debby R Handojo
Treasury I



Dessi Yuliana
Treasury II



Yogi Harsudiono
Treasury III



Sarah Jamila Satria
Institutional Donor Relations



Gaffari Ramadhan
Institutional Donor Relations



Henry Pranoto
Institutional Donor Relations



Firman Hidayat
Institutional Donor Relations



Dian Haryokusumo
Individual Donor Relations



Gusti Angga Rizky Pratama
Individual Donor Relations



Pascal Sembel
Individual Donor Relations



Farrel G. Sutantio
Individual Donor Relations



Anifa Tamara
Alumni Donor Relations



Labitta Tsuraya W.
Alumni Donor Relations



Mawaddi Lubby
Alumni Donor Relations



Fahrudin Ahmad
Alumni Donor Relations



Eva Sinaga
Alumni Donor Relations



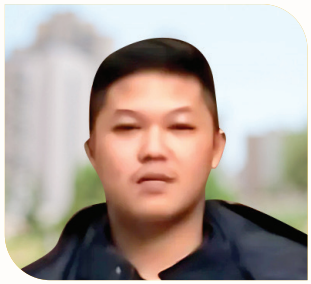
Icu Surtini Marwati
Alumni Donor Relations



Royandi Hutasoit
Alumni Donor Relations



Rayhan Rashad Salusra
Community Engagement



Adam Abdalla Satria
Community Engagement



Luthfi Ridho
Community Engagement



Niki Nugraha
Community Engagement



Dinar Dana Kharisma
Community Engagement



Wiwid Syahdiyah S.
Alumni Community Relations



Rendy Aries Fajrin
Alumni Community Relations



Inayatulloh Hasannudin
Alumni Community Relations

Operational Staff



The Late Hengky Poerwowidagdo
Operational Director



Ismiati Farahnasy
Partnership Director



Maya Dintasari
Head of Donor Relations & Marketing



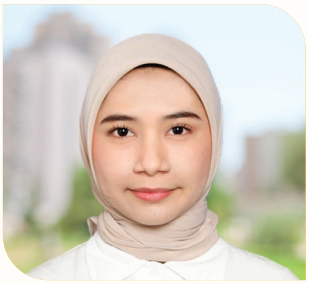
Gantar Eliezer Sinaga
PMO & Program Strategy



Rico Panandista
Academic Network & Community Development



Debora Karunia
Consultant - Finance & HR



Auliya Nur Aminy
Head of Finance & IT/GA



Amanda Maharani
Donor Relations



Helmi Setiawan
Marketing & Communications



Suparni
Donor Events

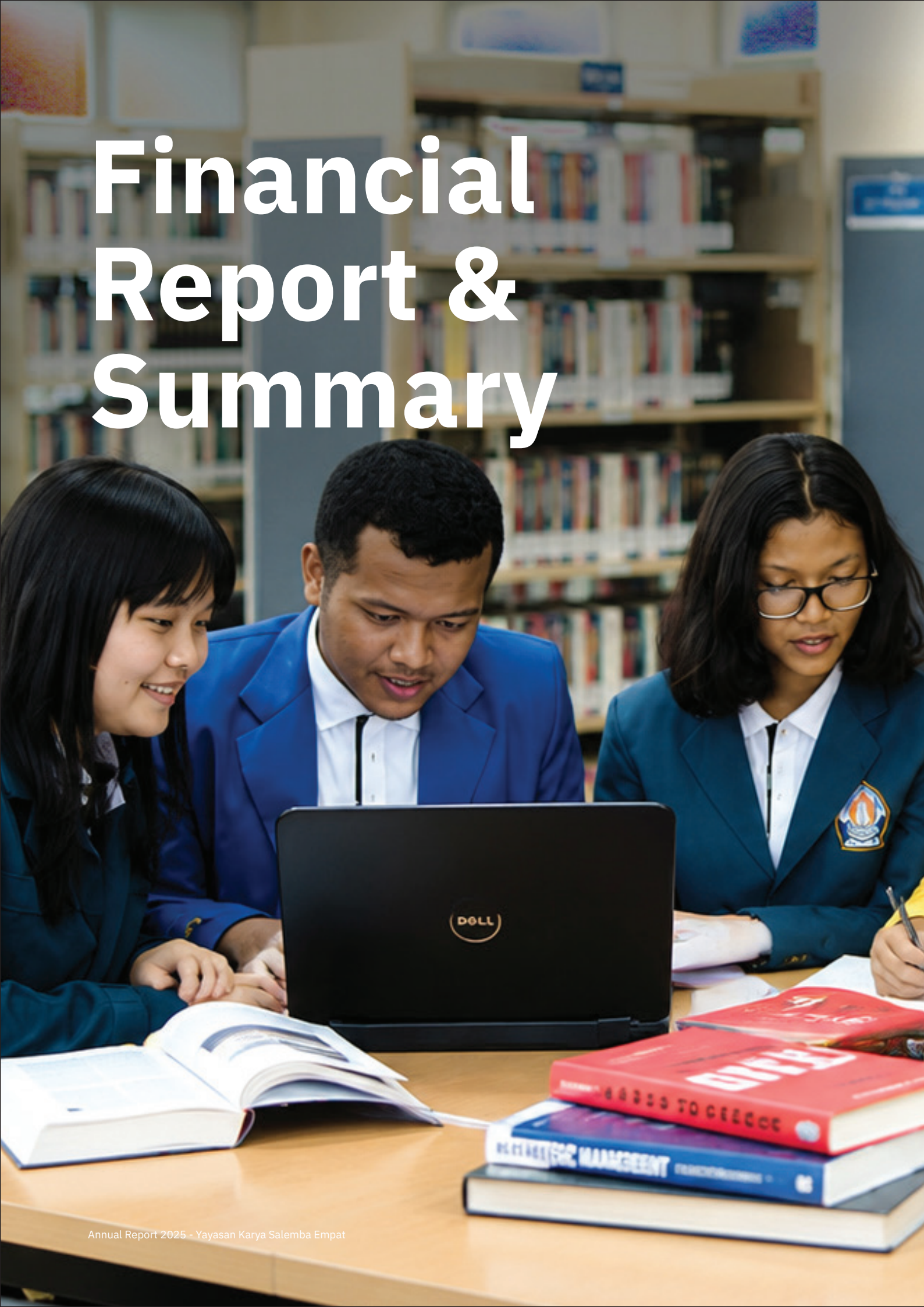


Muhammad Sofwan Ghozy
Lead IT & HR/GA



Yuni Suryanti
HR/GA

Financial Report & Summary





YAYASAN KARYA SALEMBA EMPAT

LAPORAN KEUANGAN/
FINANCIAL STATEMENTS

31 DESEMBER/*DECEMBER* 2025

Karya Salemba Empat

Cita-cita dan semangat untuk bersama-sama bertanggung jawab mencerdaskan kehidupan bangsa

PERNYATAAN TANGGUNG JAWAB DEWAN PENGURUS UNTUK LAPORAN KEUANGAN PADA TANGGAL DAN UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025

BOARD OF MANAGEMENT'S STATEMENT OF RESPONSIBILITY FOR THE FINANCIAL STATEMENTS AS AT AND FOR THE YEAR ENDED 31 DECEMBER 2025

YAYASAN KARYA SALEMBA EMPAT

Sesuai dengan keputusan Dewan Pengurus Yayasan Karya Salemba Empat ("Yayasan"), kami menyatakan bahwa:

a) laporan keuangan Yayasan menyajikan secara wajar posisi keuangan Yayasan pada tanggal 31 Desember 2025, serta laporan penghasilan komprehensif, laporan perubahan aset neto dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut; dan

b) laporan keuangan Yayasan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia.

In accordance with a resolution of the Board of Management of Yayasan Karya Salemba Empat (the "Foundation"), we are in the opinion that:

a) the financial statements of the Foundation are drawn up so as to present fairly the financial position as at 31 December 2025, and the statement of comprehensive income, statement of changes in net assets and statement of cash flows for the year then ended; and

b) the financial statements have been prepared in accordance with Indonesian Financial Accounting Standards.

Atas nama dan mewakili Dewan Pengurus Yayasan/ *For and on behalf of the Board of Management,*



Adrian Karim Januar
Ketua Pengurus/*Chairman*

Yogi Harsudiono
Bendahara/*Treasurer* III

JAKARTA,
16 Oktober/*October* 2026

Laporan/*Report* No. 01403/2.1457/AU.1/11/0237-2/1/X/2026

Laporan auditor independen
Kepada Dewan Pembina, Pengurus dan Pengawas

Yayasan Karya Salemba Empat

Independent auditors' report
To the Trustee, Management and Supervisor

Yayasan Karya Salemba Empat

Opini

Kami telah mengaudit laporan keuangan Yayasan Karya Salemba Empat ("Yayasan"), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan penghasilan komprehensif, laporan perubahan asset neto dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Yayasan tanggal 31 Desember 2025, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Indonesia.

Opinion

We have audited the financial statements of Yayasan Karya Salemba Empat (the "Foundation"), which comprise the statement of financial position as at 31 December 2025, and the statement of comprehensive income, statement of changes in net assets and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at 31 December 2025, and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung jawab auditor terhadap audit atas laporan keuangan pada laporan kami. Kami independen terhadap Yayasan berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements paragraph of our report. We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Kantor Akuntan Publik Rintis, Jumadi, Rianto & Rekan
WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia
T: +62 (21) 5099 2901/3119 2901
F: +62 (21) 5290 5555/5290 5050

Nomor Izin Usaha: KEP-315/KM.1/2024.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam laporan tahunan, tetapi tidak termasuk laporan keuangan dan laporan auditor kami. Laporan tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Opini kami atas laporan keuangan tidak mencakup informasi lain dan kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Sehubungan dengan audit kami atas laporan keuangan, tanggung jawab kami adalah untuk membaca informasi lain yang teridentifikasi di atas ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung inkonsistensi material dengan laporan keuangan atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca laporan tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Yayasan dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha dan menggunakan basis akuntansi kelangsungan usaha kecuali manajemen memiliki intensi untuk melikuidasi Yayasan atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Other information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the financial statements and our auditors' report thereon. The annual report is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Yayasan.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Tanggung jawab auditor terhadap audit atas laporan keuangan

Auditors' responsibilities for the audit of the financial statements

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

As part of an audit in accordance with Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, merancang dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- *Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.*
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas efektivitas pengendalian internal Yayasan.
- *Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.*
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- *Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.*

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Yayasan untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Yayasan tidak dapat mempertahankan kelangsungan usaha.

- *Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.*

- Mengevaluasi penyajian, struktur dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- *Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Jakarta,
16 Oktober/*October* 2026

Fandy Adhitya, S.E., Ak., CPA
Izin Akuntan Publik/*Public Accountant License* No. AP.0237

Yayasan Karya Salemba Empat
01403/2.1457/AU.1/11/0237-2/1/X/2026

YAYASAN KARYA SALEMBA EMPAT

Lampiran - 1 - *Schedule*

LAPORAN POSISI KEUANGAN
31 DESEMBER 2025
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2025
(Expressed in thousands of Rupiah, unless otherwise stated)

	2025	Catatan/ *Notes*	2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	23,747,117	4	6,280,185	*Cash and cash equivalents*
Investasi jangka pendek	6,000,000	5	-	*Short-term investment*
Aset keuangan pada nilai wajar melalui laba rugi	1,298	6	21,507,023	*Financial assets at fair value through profit or loss*
Piutang lain-lain	372,817		-	*Other receivables*
Piutang bunga	312,403		163,061	*Interest receivables*
Uang muka	-		82,241	*Advances*
Aset keuangan lain-lain	-		1,908,800	*Other financial assets*
	30,433,635		29,941,310	
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset tetap	324,178		174,523	*Fixed assets*
Aset keuangan pada nilai wajar melalui pendapatan komprehensif lain	12,254,000	7	11,689,939	*Financial assets at fair value through other comprehensive income*
Aset keuangan tidak lancar lainnya	2,011,000		-	*Other non-current financial assets*
	14,589,178		11,864,462	
JUMLAH ASET	45,022,813		41,805,772	***TOTAL ASSETS***
LIABILITAS DAN ASET NETO				***LIABILITIES AND NET ASSETS***
LIABILITAS LANCAR				***CURRENT LIABILITIES***
Utang pajak	3,069		3,069	*Tax payable*
Kewajiban imbalan kerja - bagian lancar	12,589	8	110,628	*Employee benefits obligation - current portion*
	15,658		113,697	
LIABILITAS TIDAK LANCAR				***NON-CURRENT LIABILITIES***
Kewajiban imbalan kerja - bagian tidak lancar	878,045	8	916,483	*Employee benefits obligation - non-current portion*
JUMLAH LIABILITAS	893,703		1,030,180	***TOTAL LIABILITIES***
ASET BERSIH NETO				***NET ASSETS***
Terikat temporer	36,779,310		34,701,588	*Temporarily restricted*
Tidak terikat	7,349,800		6,074,004	*Unrestricted*
JUMLAH ASET NETO	44,129,110		40,775,592	***TOTAL NET ASSETS***
JUMLAH LIABILITAS DAN ASET NETO	45,022,813		41,805,772	***TOTAL LIABILITIES AND NET ASSETS***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.

YAYASAN KARYA SALEMBA EMPAT

Lampiran - 2 - *Schedule*

LAPORAN PENGHASILAN KOMPREHENSIF
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED
31 DECEMBER 2025
(Expressed in thousands of Rupiah, unless otherwise stated)

	Catatan/ *Notes*	2025 Terikat/ *Restricted*	2025 Tidak terikat/ *Unrestricted*	2025 Jumlah/ *Total*	2024 Terikat/ *Restricted*	2024 Tidak terikat/ *Unrestricted*	2024 Jumlah/ *Total*	
PENDAPATAN								***INCOME***
Hibah dan donasi	9	23,893,150	1,518,888	25,412,038	42,236,689	3,678,099	45,914,788	*Grant and donation*
Pendapatan lain-lain	10	-	2,064,995	2,064,995	-	1,459,480	1,459,480	*Other income*
Total Pendapatan		23,893,150	3,583,883	27,477,033	42,236,689	5,137,579	47,374,268	***Total Income***
Aset neto yang berakhir pembatasannya		(21,815,428)	21,815,428	-	(24,986,024)	24,986,024	-	*Net assets released from restriction*
BEBAN								***EXPENSES***
Beban program	11	-	(21,586,790)	(21,586,790)	-	(24,340,811)	(24,340,811)	*Program expenses*
Beban umum dan administrasi	11	-	(2,914,135)	(2,914,135)	-	(4,781,591)	(4,781,591)	*General and administrative expenses*
Beban lain-lain	11	-	(175,357)	(175,357)	-	(588,905)	(588,905)	*Other expenses*
Total Beban		-	(24,676,282)	(24,676,282)	-	(29,711,307)	(29,711,307)	***Total Expenses***
SURPLUS		2,077,722	723,029	2,800,751	17,250,665	412,296	17,662,961	***SURPLUS***
PENGHASILAN KOMPREHENSIF LAIN-LAIN								***OTHER COMPREHENSIVE INCOME***
Penyesuaian nilai wajar investasi		-	566,239	566,239	-	(368,069)	(368,069)	*Fair value adjustment of investments*
Penilaian kembali imbalan kerja		-	(13,472)	(13,472)	-	-	-	*Remeasurement of employee benefit*
TOTAL PENGHASILAN KOMPREHENSIF		2,077,722	1,275,796	3,353,518	17,250,665	44,227	17,294,892	***TOTAL COMPREHENSIVE INCOME***

*) Direklasifikasi, lihat catatan 13

*As reclassified, refer to notes 13 *)*

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.

YAYASAN KARYA SALEMBA EMPAT

Lampiran - 3 - *Schedule*

LAPORAN PERUBAHAN ASET NETO UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2025
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in thousands of Rupiah, unless otherwise stated)

	2025	2024	
PERUBAHAN ASET NETO TIDAK TERIKAT			***CHANGES IN UNRESTRICTED NET ASSETS***
Aset neto tidak terikat pada awal tahun	6,074,004	6,029,777	*Unrestricted net assets at the beginning of year*
Kenaikan aset neto tidak terikat tahun berjalan	723,029	412,296	*Increase in unrestricted net assets for the year*
Penghasilan komprehensif lainnya	552,767	(368,069)	*Other comprehensive income*
Aset neto tidak terikat pada akhir tahun	7,349,800	6,074,004	*Unrestricted net assets at end of the year*
PERUBAHAN ASET NETO TERIKAT TEMPORER			***CHANGES IN TEMPORARILY RESTRICTED NET ASSETS***
Aset neto terikat temporer pada awal tahun	34,701,588	17,450,923	*Temporarily restricted net assets at the beginning of year*
Kenaikan aset neto terikat temporer tahun berjalan	2,077,722	17,250,665	*Increase in temporarily restricted net assets for the year*
Aset neto terikat temporer pada akhir tahun	36,779,310	34,701,588	*Temporarily restricted net assets at end of the year*
TOTAL ASET NETO	44,129,110	40,775,592	***TOTAL NET ASSETS***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.

YAYASAN KARYA SALEMBA EMPAT

Lampiran – 4/1 - *Schedule*

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2025
(Expressed in thousands of Rupiah, unless otherwise stated)

	2025	2024	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Surplus	2,800,751	17,662,961	*Surplus*
Penyesuaian untuk merekonsiliasi kenaikan aset bersih menjadi kas bersih yang diperoleh dari aktivitas operasi:			*Adjustment to reconcile increase in net assets to net cash provided by operating activities:*
Beban penyusutan	101,644	111,091	*Depreciation expenses*
Beban imbalan kerja	152,931	1,027,111	*Employee benefits expenses*
Pendapatan kupon obligasi	(864,822)	(305,007)	*Bonds coupon income*
Keuntungan investasi	(141)	(16,036)	*Gains on investments*
Pendapatan keuangan	(529,154)	(329,944)	*Finance income*
Perubahan aset dan liabilitas operasional:			*Changes in operating assets and liabilities:*
Piutang lain-lain	(372,817)	-	*Other receivables*
Uang muka	82,241	(27,280)	*Advance*
Utang pajak	-	(15,346)	*Tax payable*
Penerimaan pendapatan keuangan	398,441	329,944	*Receipt of finance income*
Pembayaran kewajiban imbalan kerja	(302,880)	-	*Payment of employee benefits obligation*
Arus kas bersih yang diperoleh dari aktivitas operasi	1,466,194	18,437,494	*Net cash flow provided by operating activities*
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penempatan investasi jangka pendek	(6,000,000)	-	*Placement of short-term investment*
Penerimaan dari pelepasan aset keuangan pada nilai wajar melalui laba rugi	21,505,866	27,916,877	*Proceeds from disposal financial assets at fair value through profit or loss*
Pembelian aset keuangan pada nilai wajar melalui laba rugi	-	(37,100,000)	*Purchases of financial assets at fair value through profit or loss*
Pembelian aset keuangan pada nilai wajar melalui penghasilan komprehensif lain	-	(12,060,000)	*Purchases of financial assets at fair value through other comprehensive income*
Pembelian aset keuangan lain-lain	-	(1,908,800)	*Purchases of other financial assets*
Penerimaan dari pelepasan aset keuangan lain-lain	1,908,800	-	*Proceeds from disposal other financial assets*
Pembelian aset keuangan tidak lancar lainnya	(2,011,000)	-	*Purchases of other non-current financial assets*
Penerimaan kupon obligasi	848,371	143,938	*Bonds coupon receipt*
Pembelian aset tetap	(251,299)	(42,159)	*Purchase of fixed assets*
Arus kas bersih yang diperoleh dari/ (digunakan untuk) aktivitas investasi	16,000,738	(23,050,144)	*Net cash flow provided by/ (used in) investings activities*

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.

YAYASAN KARYA SALEMBA EMPAT

Lampiran – 4/2 - *Schedule*

LAPORAN ARUS KAS
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED
31 DECEMBER 2025
(Expressed in thousands of Rupiah, unless otherwise stated)

	2025	2024	
KENAIKAN/(PENURUNAN) KAS DAN SETARA KAS	17,466,932	(4,612,650)	***NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	6,280,185	10,892,835	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	23,747,117	6,280,185	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan.

The accompanying notes to the financial statements form an integral part of these financial statements.



Funding Source and Program Allocation

KSE Donation Recap 2025

Total Donations from Corporations

IDR 24,086,578,285

Total Donations from Individuals

IDR 866,233,000

Total Donations from Management

IDR 441,096,000

Total Donations from Alumni

IDR 18,130,527



Donation Recap per Program

Regular Scholarship Program
IDR 18,298,059,625

Outstanding Scholarship Program
Rp 1.444.113.000

Technology for Indonesia (TFI)
IDR 136,599,492

Entrepreneur Academy (EA)
Rp 10.903.000

Community Development (Comdev)
IDR 371,689,912

Awardee Development
IDR 1,379,085,518

Operational Costs
IDR 3,035,831,791



Plans for 2026



Priorities and Direction for Upcoming Years

As KSE enters its 30th year, we will continue to strengthen our role in fostering an ecosystem of positive impact. Supported by increasingly professional governance, KSE remains committed to bridging the education sector, private sector, alumni, and communities through programs that are well-targeted, accountable, and transparent.

Looking ahead, KSE aims to increase the number of scholarship recipients to 3,000 students, expand access to scholarships, and strengthen the quality of personal development programs through the

launch of the KSE Skill Set Development program and community empowerment initiatives. KSE will also conduct an updated Social Return on Investment (SROI) assessment in collaboration with the Institute for Sustainability and Agility (ISA), while upgrading its IT systems to improve the effectiveness of program management.

Alongside these efforts, KSE will continue to strengthen its professional governance to expand opportunities for national and international funding. Through these initiatives, KSE aims to extend the benefits of its programs and create a broader and more sustainable impact for communities.

Together, We Build Indonesia

The Role of Donors in Creating Impact

The support of donors serves as the main foundation for the sustainability of KSE's ecosystem of generosity. Donor contributions do not only support students in completing their higher education, but also enable the creation of various capacity-building programs, innovations, and community service initiatives implemented by scholarship recipients. Through continuous collaboration, every contribution provided becomes a long-term investment in nurturing young talents who are able to make meaningful contributions to society and Indonesia's development.

Donation and Information Channels

Yayasan Karya Salemba Empat

Jl. Bank Raya II No.14B DKI Jakarta 12720
+62 21 718 2191

www.kse.or.id

E-mail: contact@kse.or.id
Youtube: Official Beasiswa KSE
Instagram: beasiswa_kse
Linkedin: Beasiswa KSE - Yayasan Karya Salemba Empat

BCA
KCP Kebayoran Baru Blok M
679-030-0392

BNI
Cab 60 Dukuh Bawah
001-448-9700

OCBC
Cab NISP Tower
545-800-000-303

Donation Page: donasi.kse.or.id/ kitabisa.com/beasiswakse

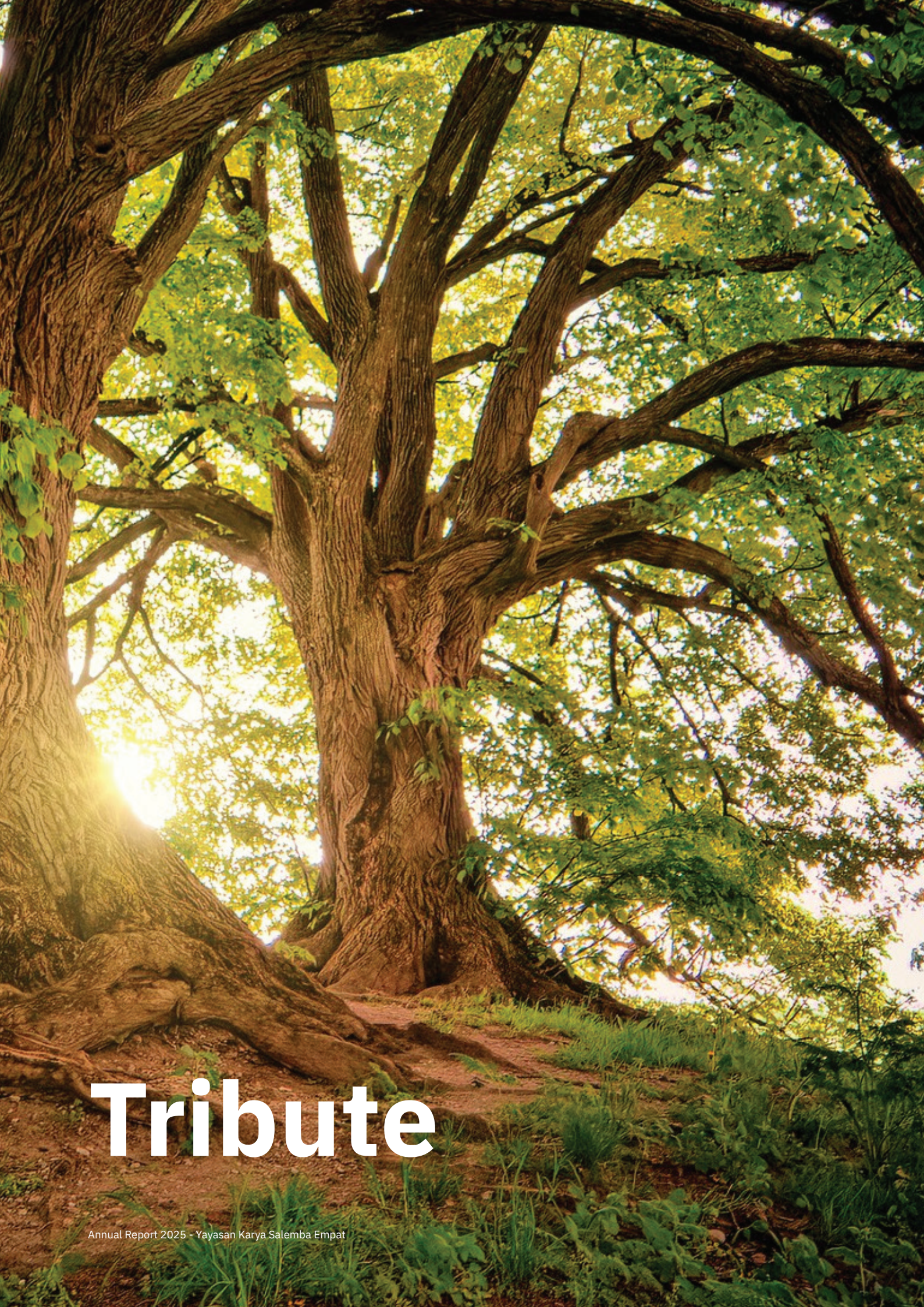
Closing

KSE's 30-year journey shows that sustainable change cannot be achieved by isolated efforts, but is continuously developed through collaboration, trust, and the spirit of mutual cooperation.

The success of various programs implemented by KSE stems from the result of collective efforts by a wide range of stakeholders, including donor partners, universities, alumni, volunteers, local communities, and scholarship awardees.

Entering its next decade, KSE is committed to preserve its spirit and strengthen its program governance to continue its role in delivering trusted educational support and creating long-term impacts. KSE aims to continue its efforts to create a broader and more sustainable impact for Indonesia's youth.





Tribute

In Memory of the Late Mr. Hengky Poerwowidagdo



The late Mr. Hengky Poerwowidagdo joined KSE in 2005 as a Program Manager. For last two decades, he contributed to the development and strengthening of the organization's operations before later being entrusted with the responsibility as Secretary while also serving as Chief Operating Officer (COO). His contributions became an integral part of KSE's journey in expanding access to education for students across various regions of Indonesia.

Mr. Hengky Poerwowidagdo was one of the key figures committed to leading KSE by dedicating his time, experience, and expertise to the organization. With professional expertise in the legal, financial, and business sectors, he played an important role in providing insights into industry perspectives and the skills required in the workforce, while also expanding professional networks for students and the organization. Mr. Hengky is also fondly remembered as a father figure for KSE students. Throughout his journey with KSE, he was always present to accompany, mentor, and guide thousands of KSE scholarship awardees across Indonesia. His dedication and spirit of service will always remain an integral part of KSE's journey.

Collection of Memories, Reflections, and Prayers from the KSE Family

I have known Hengky for more than 20 years. To me, Hengky was not only a fellow companion in the journey of building KSE, but also a true friend who walked alongside me through the many joys and challenges throughout this journey.

Hengky was someone who deeply loved and cared for KSE students, alumni, and the entire KSE family. He carried out his role not merely as a leader within the foundation, but also as a father figure who guided, listened, encouraged, and was always present for those in need.

Through his dedication and service, Hengky became one of the key figures in shaping the character, instilling values, and inspiring the younger generation of KSE. The student development programs he led became an important foundation in helping many scholarship recipients grow to become better individuals. I believe that without the efforts and sincerity he demonstrated, KSE would not have grown to where it is today or earned such a strong reputation among donors and stakeholders.

KSE has lost an extraordinary leader, mentor, and role model. However, the values, spirit, and compassion he instilled will continue to live on through the many KSE students whose lives he touched.

Farewell, my dear friend. Thank you for your friendship, exemplary dedication, and service throughout the years. We believe that God will welcome you with love and grant you the best place in His presence.

Rest in peace, Hengky.



Arief Wana
Chairman of the KSE Board of Trustees

To me, Hengky was someone who devoted almost all of his time, thoughts, and energy to building and developing KSE. Without his dedication, the noble dreams of the founders, staff, alumni, and KSE scholarship awardees may not have become the reality they are today. Farewell, *Mas Hengky*. You have fulfilled your mission with excellence.



Rizal Prasetijo
Co-Founder KSE

"Sekar Bayu"
for Father Hengky

As beautiful as a blooming chrysanthemum, you have returned, leaving behind a flower. Now the petals are woven with sweetness, though their fragrance may no longer reach you. Now the flowers pray for the wind, to carry these prayers to Your Home.



Misti Kurniaa
KSE Scholarship Awardee

For more than two decades, *Pak Hengky* was the key figure of KSE's growing ecosystem. Since the early days of Indonesia's philanthropic sector development, Pak Hengky has been unwaveringly putting his energy and soul in KSE, not only in terms of governance and organizational development, but also putting himself as a mentor, a friend, and a father figure for thousands of KSE awardees. He also accomplished many achievements in maintaining and strengthening KSE's partnerships with its donors and university partners. On a personal note, as a newcomer in KSE, he was a very special colleague, mentor, and above all, a friend. In short, he was truly a gift for the KSE community. May God grant him eternal rest and a peaceful dwelling, and may we continue his inspiring contributions in the spirit of **Sharing, Networking, and Developing.**



Adrian Karim Januar
Chairman of the KSE Executive Board



Karya Salemba Empat

2025 Annual Report

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