

## FY'2020 – Financial Update Presentation

PT BANK RAKYAT INDONESIA (PERSERO) Tbk.



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## CEO MESSAGE – Moving Forward to the Light at the End of the Tunnel



2020 could be a year that will be remembered for all the worries brought about by Covid-19 pandemic. Even if there will still be challenges in 2021, we see clearer signs of recovery and we are moving forward to the light at the end of this covid-19 tunnel. The accelerated government spending has been able to withstand the economic slowdown. In general, liquidity in the system is very adequate. The financial system regulators, BI and OJK, keep providing accommodative policies to help accelerate economic recovery. The economic recovery trend also shown by increasing BRI Micro and SME Index (BMSI). The Government's Economic Recovery Programs was very well carried out with 80% budget realization and BRI has contributed more than 60% in each program that has given BRI's customers and BRI itself a lot of positive impacts. Covid-19 Vaccination Program have also been rolled out in countries, including in Indonesia, sooner than expected, which could be one of positive catalysts to improve economy in 2021.

As we look beyond 2020, we see that BRI's business recovery is getting stronger as our loan restructuring keeps declining from its peak at Rp193.7 Trillion in September 2020 to Rp186.6 Trillion in December 2020, below our previous expectation of Rp200 Trillion. Even so, BRI will continue to remain watchful on our loan restructuring by close monitoring and adequate provisioning to anticipate loan quality deterioration. Loan disbursement has recovered especially in micro segment which has led to an increase in micro loan composition, reaching 40% of our total loans. All in all, the recovering loan restructuring and loan disbursement has gradually improved our profitability. Moreover, this pandemic has also encouraged the acceleration of our digital initiatives with promising results.

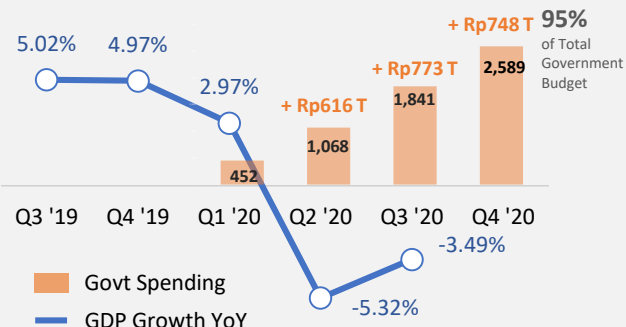
We are now more confident to enter 2021 as we move forward to the light at the end of the tunnel. We have sharpened our corporate plan and evolved it into BRIvolution 2.0. Through our previous BRIvolution, we have successfully unlocked new growth engines; ultra micro loans and digital initiatives. In BRIvolution 2.0, we will strengthen BRI Group core for growth and scale up new growth engines which will ultimately bring us to our strategic vision to be "The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion".

***Sunarso, CEO BRI***

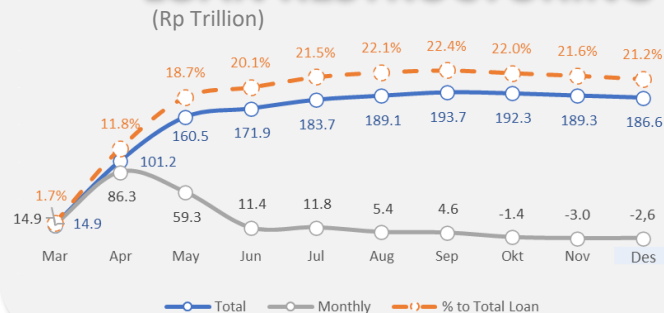


# LIGHT AT THE END OF THE TUNNEL

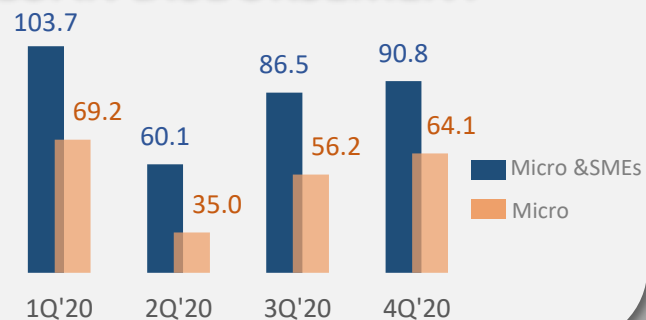
## ACCELERATED GOV'T SPENDING SUPPORT GDP



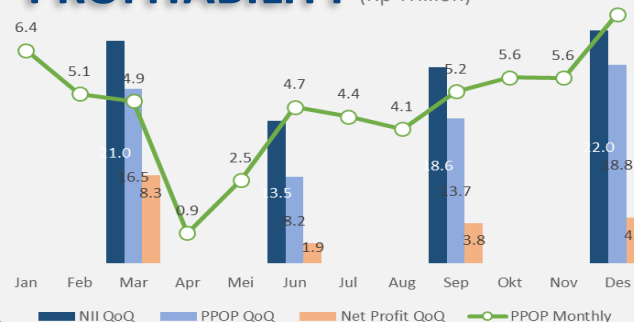
## FLATTENED TREND OF LOAN RESTRUCTURING



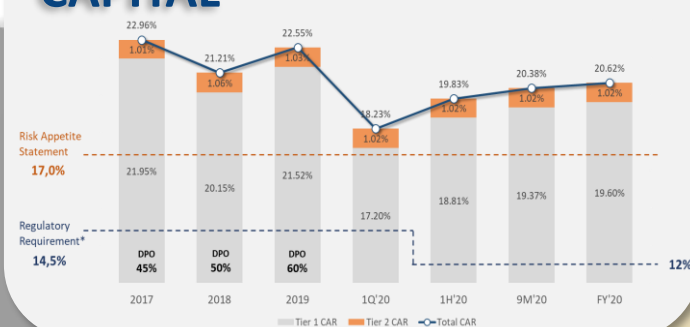
## RECOVERING TREND OF LOAN DISBURSEMENT



## BOTTOMED OUT PROFITABILITY



## STRONG CAPITAL







# INVESTMENT PROPOSITION

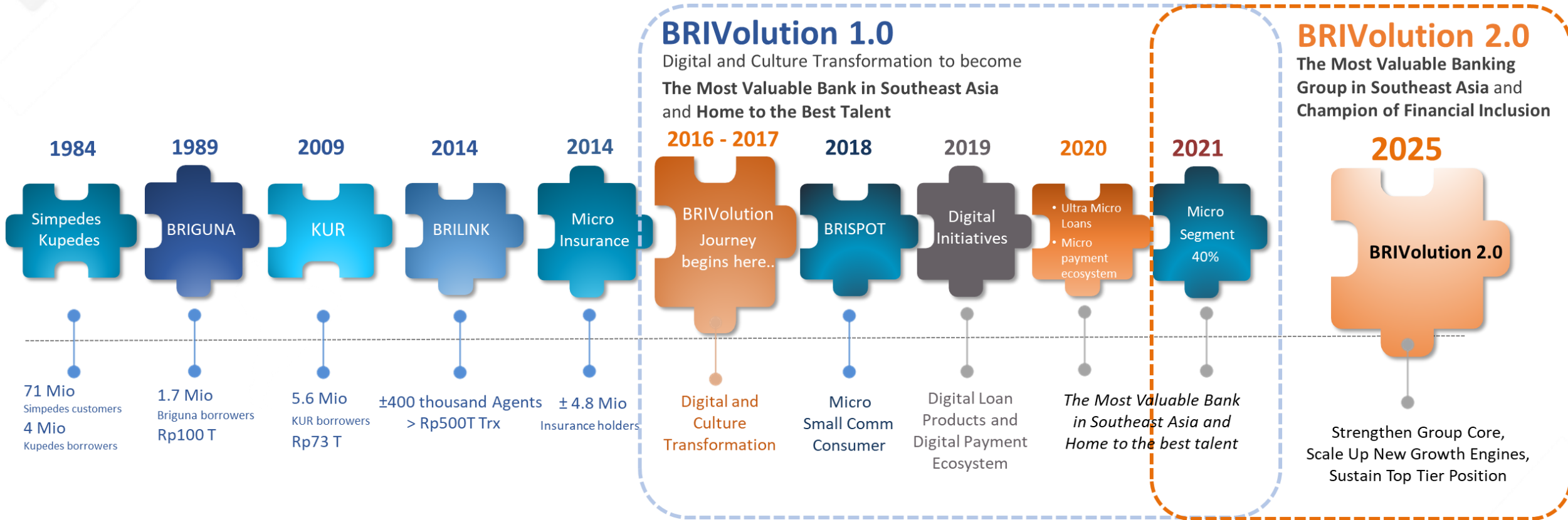


## WHY INVEST IN BRI?





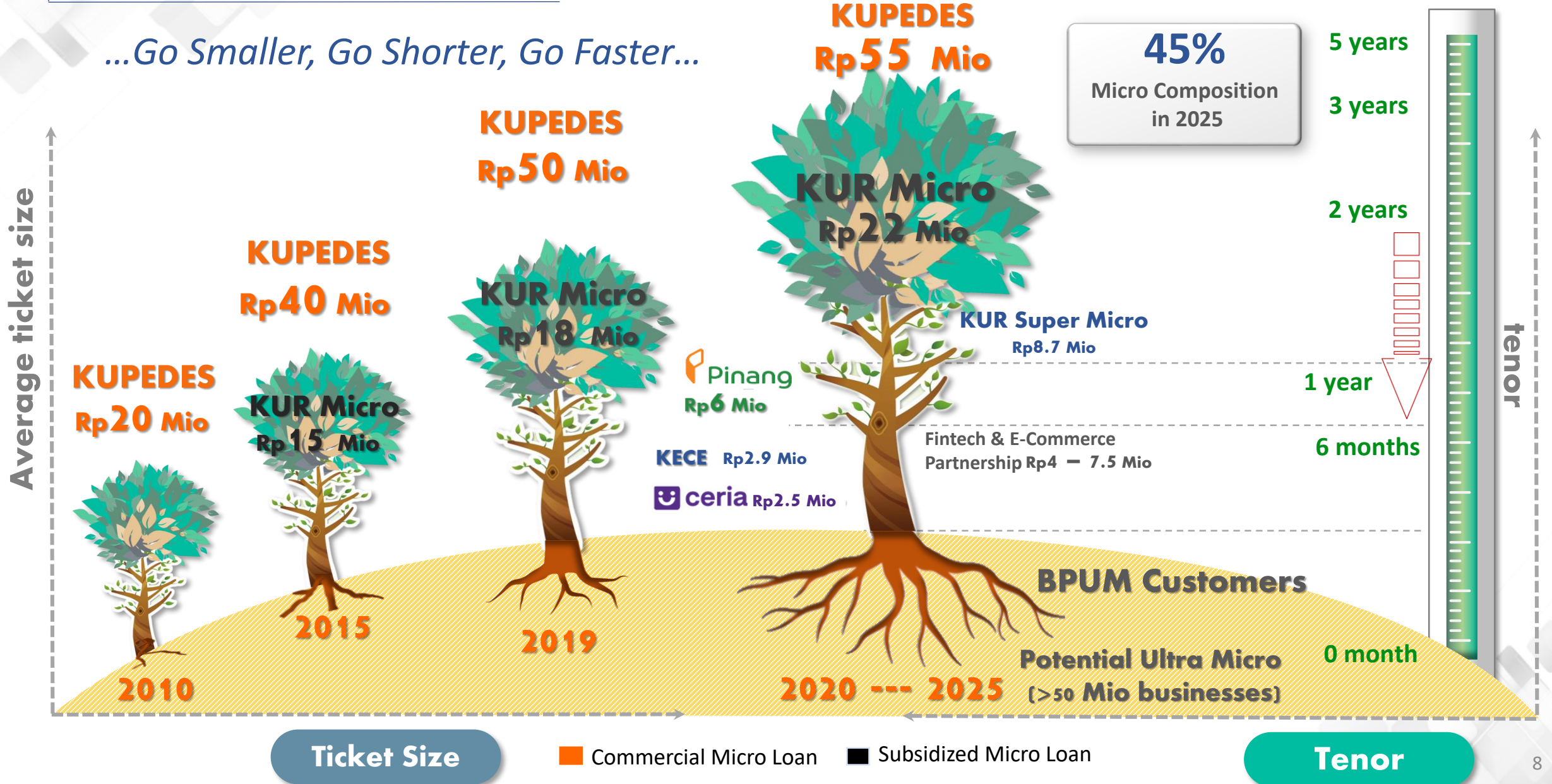
# KEEP INNOVATING FOR BUSINESS SUSTAINABILITY





# COMMITTED TO GROW MICRO & SMEs – To Be The Champion of Financial Inclusion

*...Go Smaller, Go Shorter, Go Faster...*

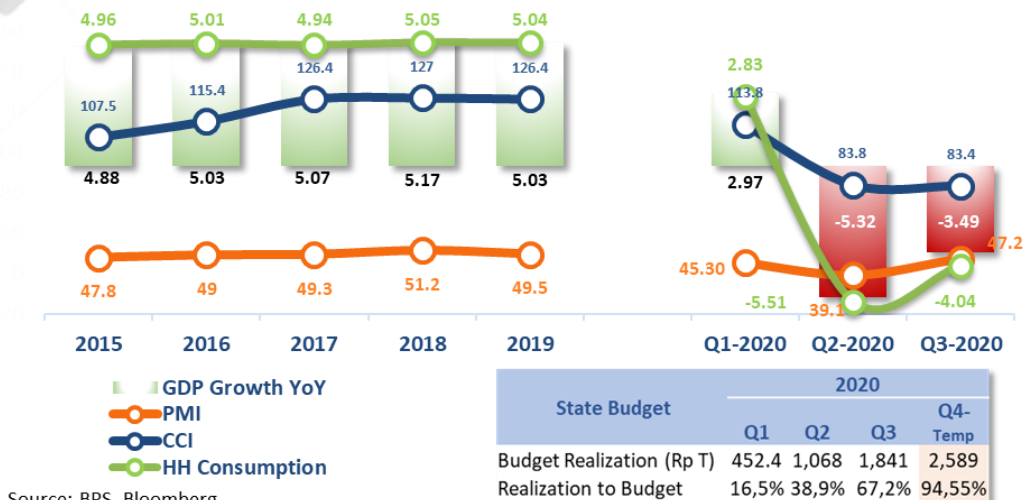




## MACRO ECONOMY & BANKING INDUSTRY

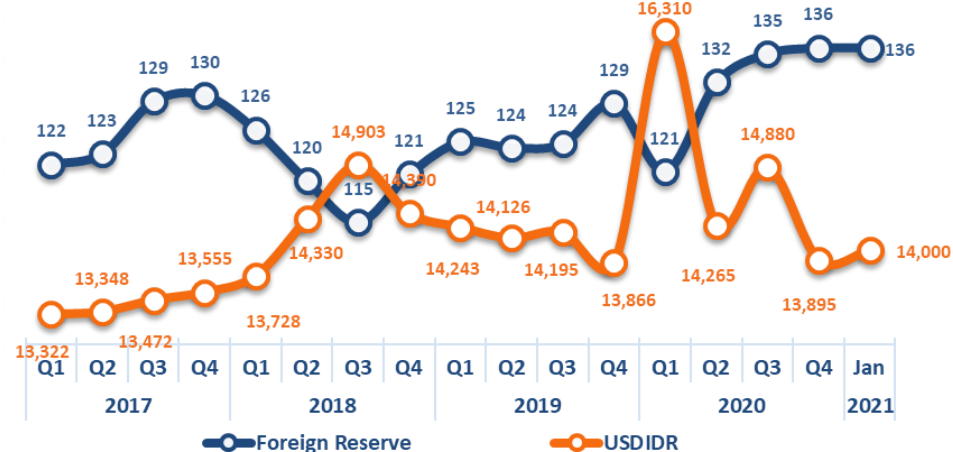


## GDP & Household Consumption



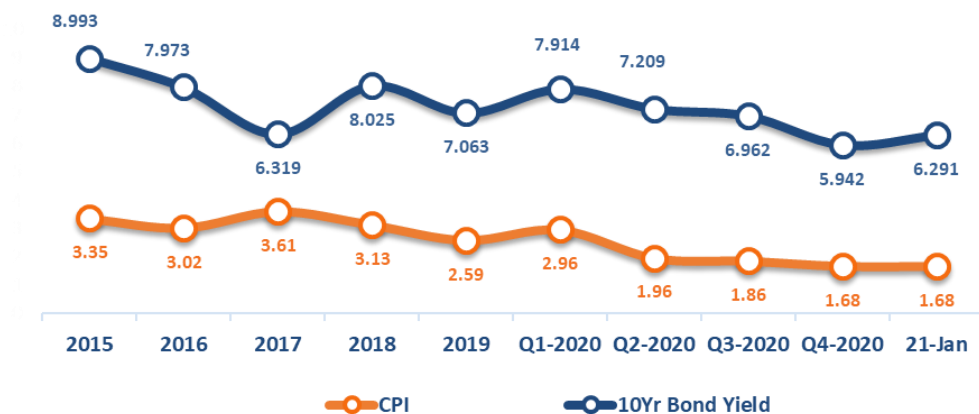
GDP, PMI, and Consumer Confidence show early recovery

## Exchange Rate & Reserve



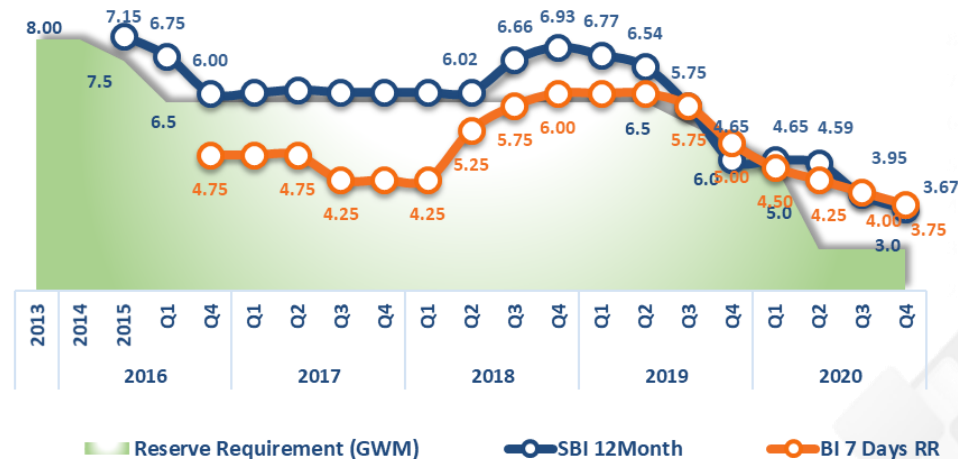
Cautious approach on policy rate, stabilize on exchange rate, as well as maintain healthy level of foreign reserves

## Attractive Yield



Manageable level of inflation provides attractive real yield

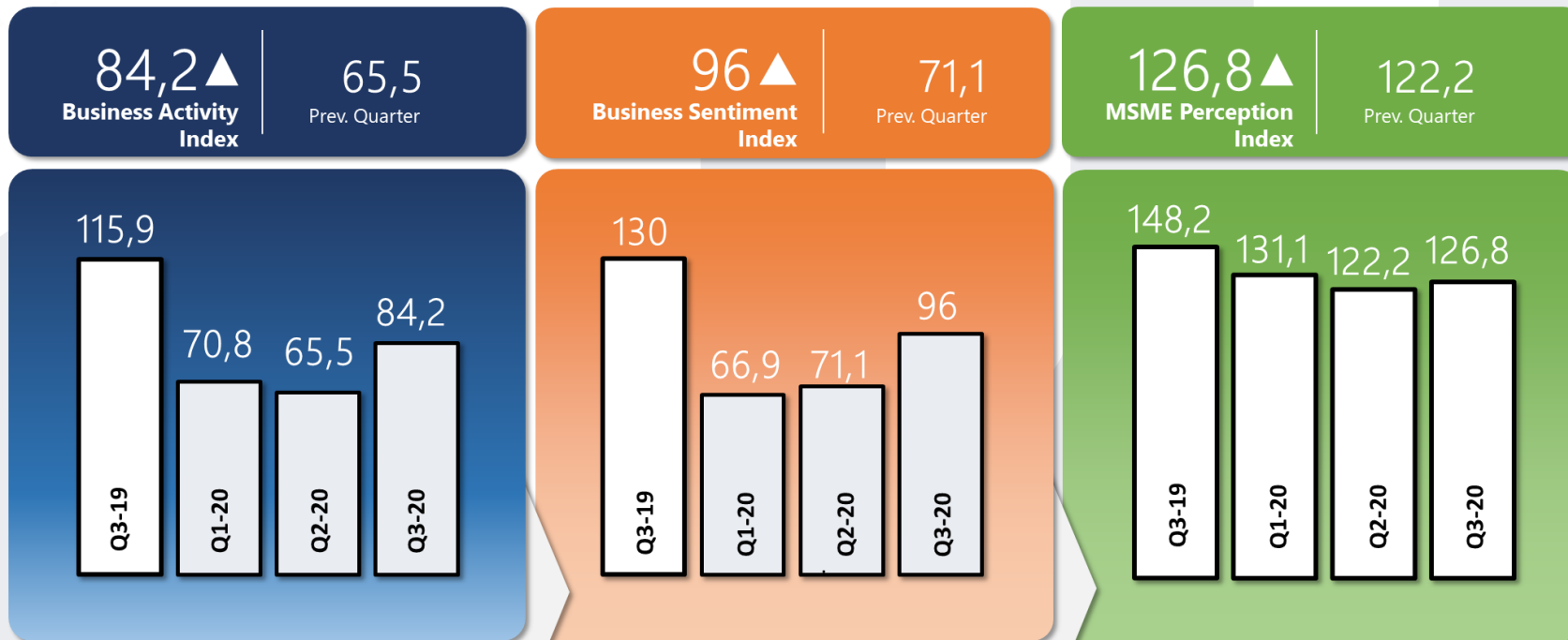
## Accommodative Monetary Policy



More accommodative policy to ensure sufficient liquidity in markets

*As a prominent player of MSME financing in Indonesia, BRI conduct MSME business activity tracking throught survey.*

## BMSI shows a recovery signs...



*Increasing MSME business activity during Q3 2020.*

*Improving Business Sentiment Index, indicating the increasing optimism from MSME business owners.*

*Increasing MSME Perception Index at Q3-2020 driven by an assessment from Government's ability to increase economic growth and create jobs*

## Increasing Debt Payment Capacity

Without Stimulus: 48,9% able of paying principal and interest



With Stimulus: 57,9% able of paying principal and interest

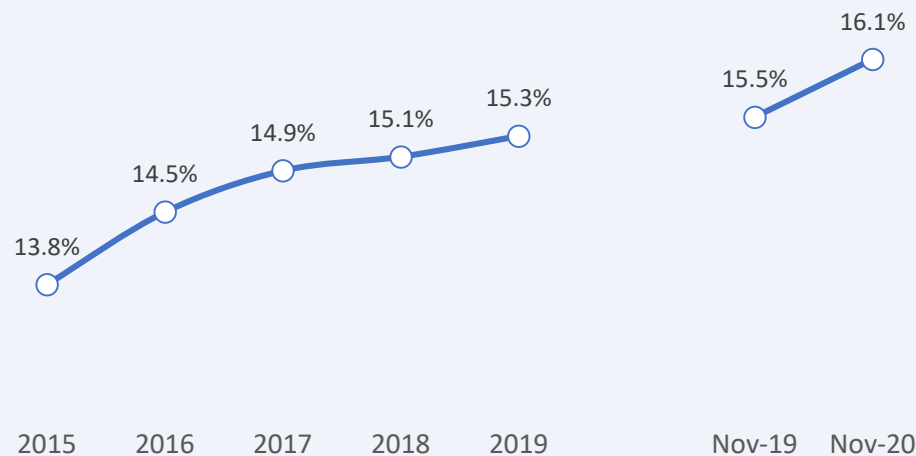




# BRI vs INDUSTRY – Increasing Market Share

## Market Share

### LOAN



### DEPOSIT



## November 2020

	BRI	Industry
<b>Loan Growth</b>	3.4%	- 1.4%
<b>Deposit Growth</b>	12.1%	11.6%

## NIM

BRI	Industry
5.89%	4.41%

## NPL

BRI	Industry
3.12%	3.18%

## LDR

BRI	Industry
84.17%	82.33%

## CAR

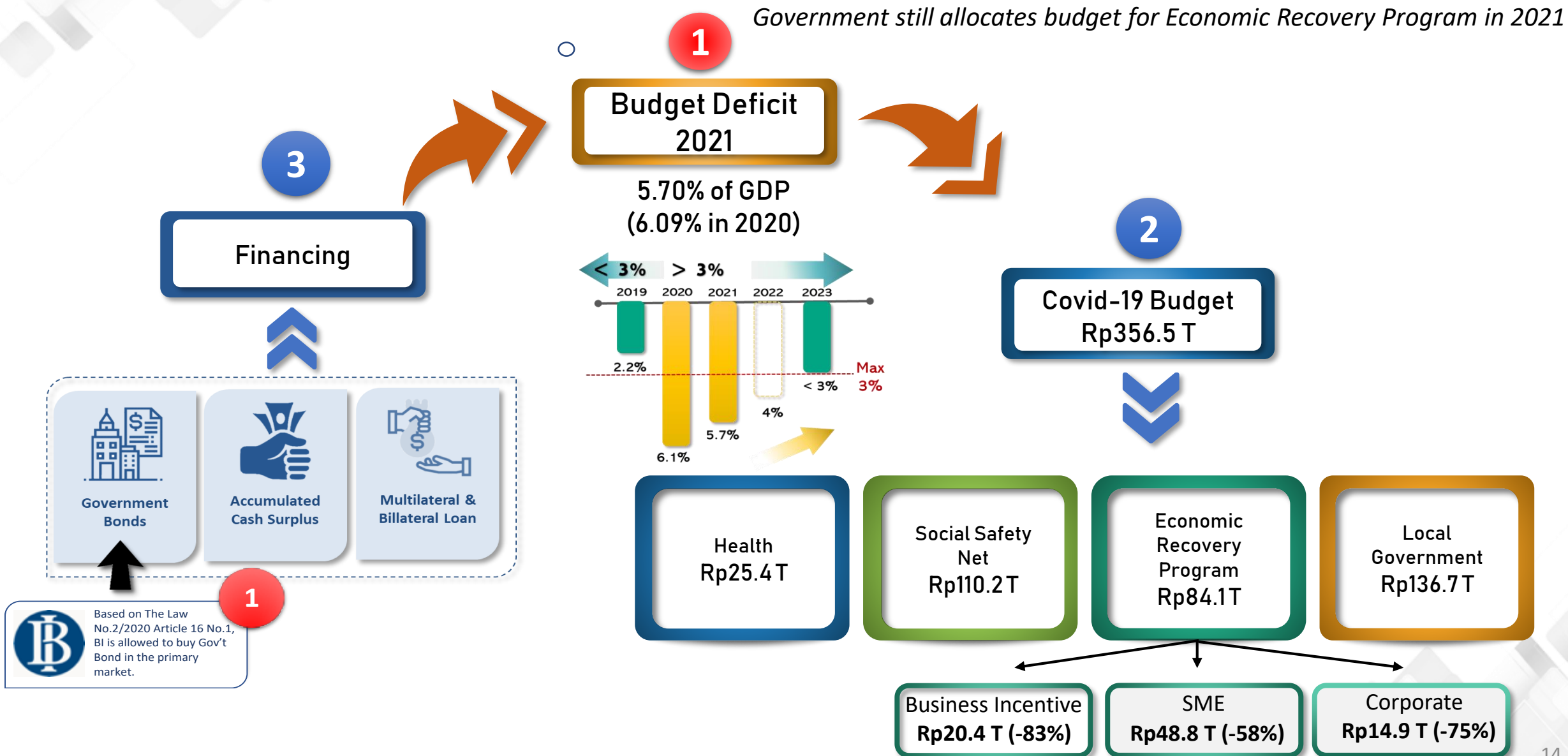
BRI	Industry
20.77%	24.25%



## ECONOMIC RECOVERY PROGRAM (ERP)



# CONTINUATION OF ERP PROGRAM IN 2021





# VACCINATION PROGRAM – Positive Catalyst for Economic Recoveries

## Allowed Covid-19 Vaccine Providers



## Vaccination Period

### First Wave Jan – April 2021

- Health Worker → 1.3 Mio
- Public Worker → 17.4 Mio
- Senior Citizen → 21.5 Mio

- Community on high transmission area
- Other community based on cluster

### Second Wave Apr 2021 – Mar 2022

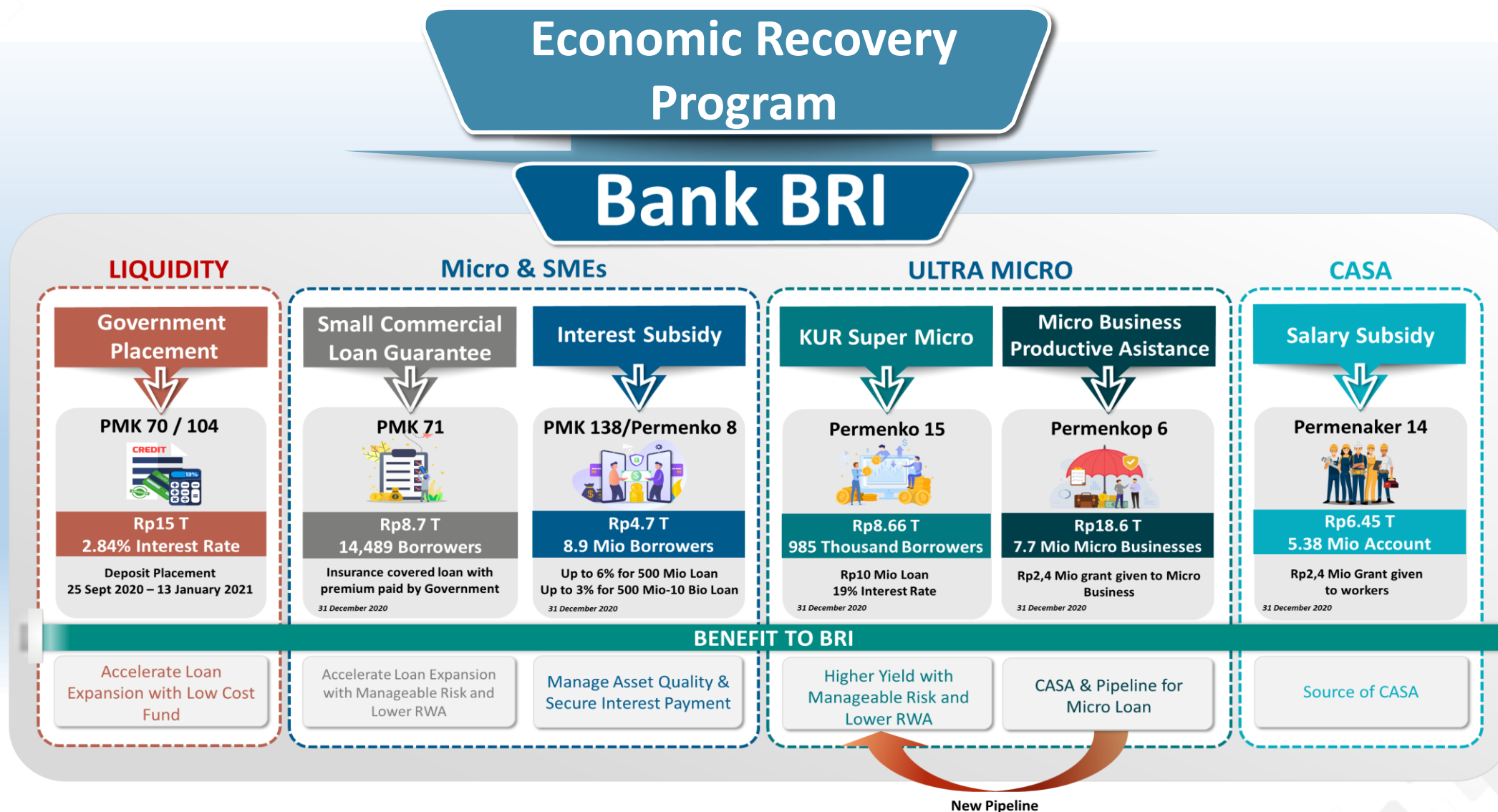
## Target

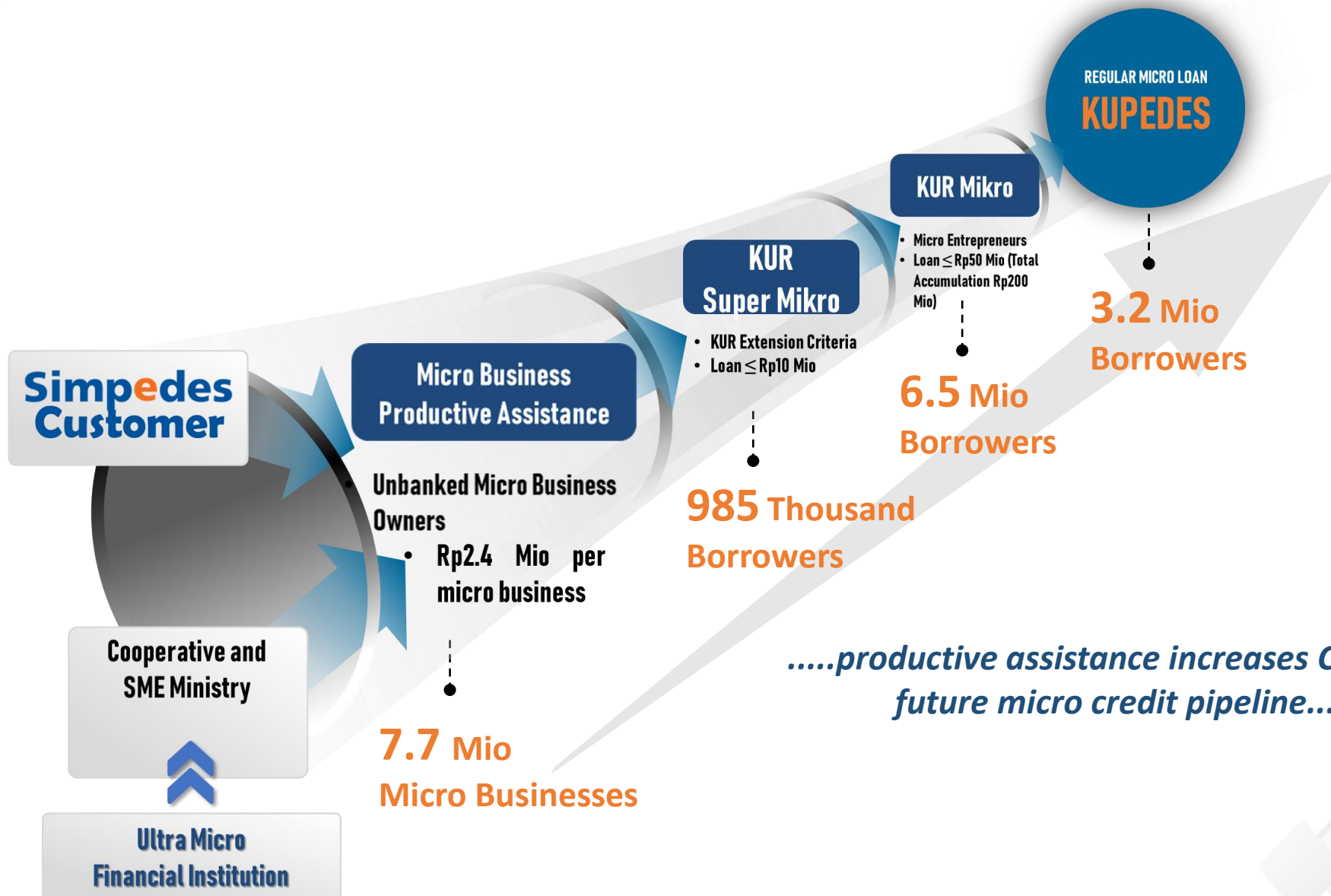


- Rollout in Jan 2021
- Estimated period for vaccination → 15 Months
- 181,5 Mio Citizens in 34 Provinces



Economic Recovery Program implementation has given positive impacts, not only for borrowers but also for BRI – more manageable credit risk, secured interest income, source of CASA, and Ultra Micro penetration





**45%**  
Micro  
Composition  
In 2025



## **BRI STRATEGIES & FOCUS DURING COVID-19 PANDEMIC**



## PEOPLE'S FIRST

### Health and Safety Protocol

- Banking premises disinfection and sterilization
- Vaccines for employees
- Health care products for employees (masks, hand sanitizers, and vitamins)

### Work From Home

- Shorten banking operational hours
- Work From Home
- Flexible office space

### Digital Initiatives Optimization

- BRISars: Digital office application
- BRISpot: Digital loan processing
- BRISIM: Daily monitoring Dashboard



## SUSTAINABLE BUSINESS GROWTH

### Loan portfolio

- Selective Growth
- Loan restructuring program
- Loan relaxation program

### Liquidity and Market Activities

- Maintain reserve requirement, SR, LDR, RIM
- Maintain long position on Net Foreign Position
- Maintain Cash Ratio



## GOOD CORPORATE GOVERNANCE

### GCG Implementation

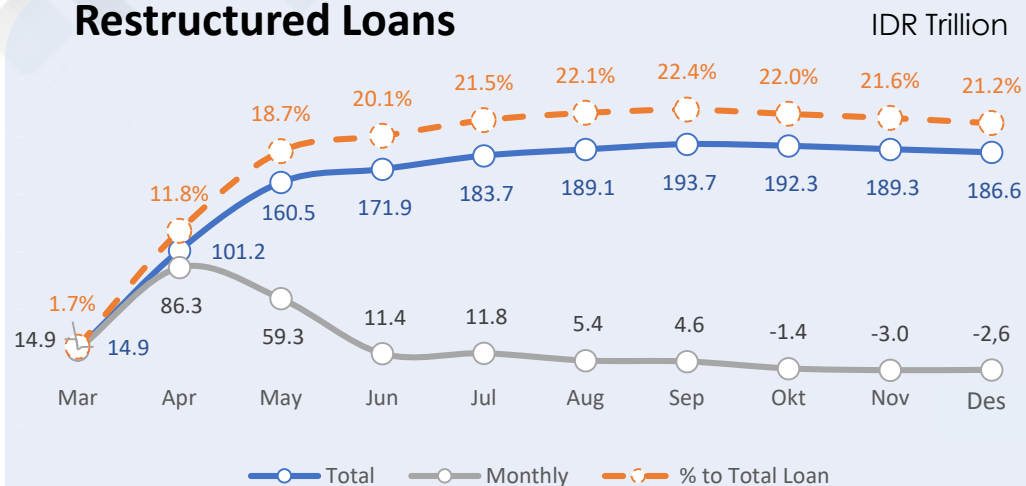
The principles of Good Corporate Governance remain in place



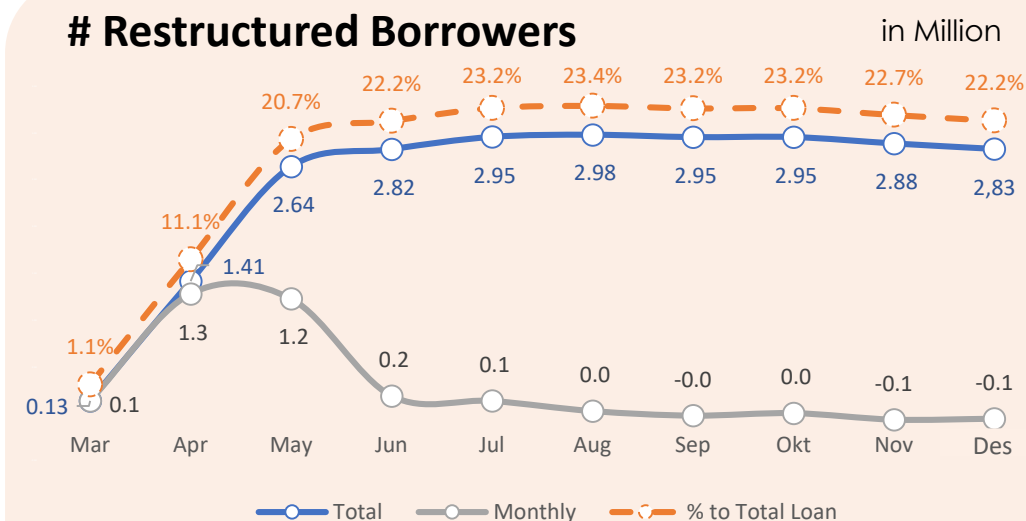


# COVID-19 RESTRUCTURING TREND – Gradually Declining

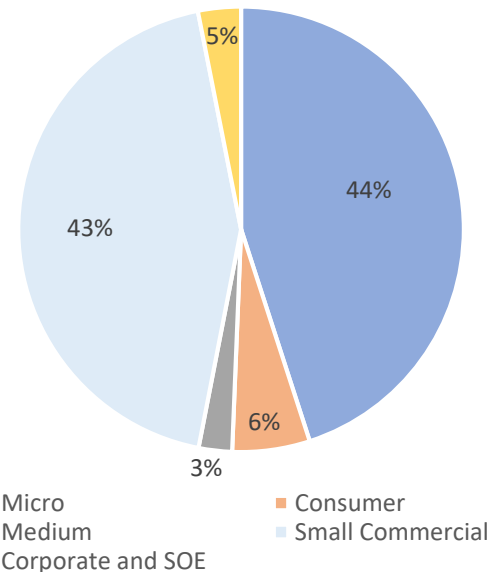
## Restructured Loans



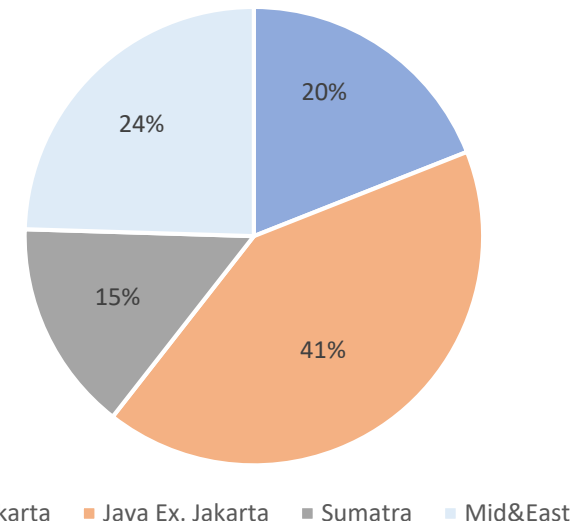
## # Restructured Borrowers



## Restru. Loans By Segment



## Restru. Loans By Region



*“Covid-19 restructured loan has been gradually decreasing as the economy starts to recover and borrowers especially in Micro Segment start to pay”*

*“Further restructuring comes from Corporate Segment with better than our previous estimation of Rp200 Tr in Total Loan Restructured”*

# BRI SUPPORT FOR Micro & SME's BUSINESS RECOVERIES





## **BRI (CONSOLIDATED)**



# FINANCIAL HIGHLIGHT - Consolidated

				IDR Billion			
Description	1Q'20	1H'20	9M'20	2019	2020	g QoQ	g YoY
<b>Asset/Liabilities</b>							
Total Assets (IDR Billion)	1,358,979	1,387,759	1,447,848	1,416,759	1,511,805	4.4%	6.7%
Total Loans (Gross) (IDR Billion)	930,726	922,967	935,347	903,197	938,374	0.3%	3.9%
Total Deposits (IDR Billion)	1,028,996	1,072,501	1,131,928	1,021,197	1,121,102	-1.0%	9.8%
<b>Asset Quality</b>							
NPL (gross)	3.00%	3.13%	3.12%	2.80%	2.99%		
NPL (nett)	0.77%	0.89%	0.87%	1.19%	0.87%		
<b>Liquidity</b>							
CASA	55.90%	55.81%	59.02%	57.70%	59.67%		
LDR	90.45%	86.06%	82.63%	88.45%	83.70%		
<b>Profitability</b>							
Net Profit (IDR Billion)	8,170	10,201	14,154	34,414	18,660	14.0%	-45.8%
NIM	6.59%	5.63%	5.64%	6.73%	5.86%		
Cost Efficiency Ratio (CER)	43.79%	51.29%	51.08%	41.22%	47.51%		
Operating Expense to Operating Income	75.22%	78.78%	81.74%	72.08%	82.46%		
ROA before tax	2.99%	2.26%	1.95%	3.28%	1.87%		
ROE Tier 1	19.95%	12.02%	10.81%	18.40%	10.48%		
<b>Capital</b>							
Tier1 CAR	17.45%	19.05%	19.82%	21.65%	20.09%		
Total CAR	18.56%	20.15%	20.92%	22.77%	21.17%		



# BALANCE SHEET - Consolidated

IDR Billion

Description	1Q'20	1H'20	9M'20
<b>Total Assets</b>	<b>1,358,979</b>	<b>1,387,759</b>	<b>1,447,848</b>
- Gross Loans	930,726	922,967	935,347
- Government Bonds (Recap)	1,130	1,130	-
- Other Earnings Assets	341,133	397,685	443,215
Total Earning Assets	1,272,989	1,321,782	1,378,562
Earning Assets Provision	(60,988)	(57,277)	(62,980)
Total Earning Assets (net)	1,212,001	1,264,505	1,315,582
Total Non Earning Assets	146,978	123,254	132,266
<b>Total Liabilities &amp; S.E</b>	<b>1,358,979</b>	<b>1,387,759</b>	<b>1,447,848</b>
Total Customer Deposits	1,028,996	1,072,501	1,131,928
- Demand Deposits	177,085	184,277	229,184
- Savings	398,098	414,283	438,914
- Time Deposits	453,814	473,941	463,830
Other Interest Bearing Liabilities	97,742	85,640	72,711
Non Interest Bearing Liabilities	52,601	41,783	48,542
Tier I Capital	163,810	175,577	184,501
Total Shareholder's Equity	179,639	187,835	194,668

2019	2020	g QoQ	g YoY
<b>1,416,759</b>	<b>1,511,805</b>	<b>4.4%</b>	<b>6.7%</b>
903,197	938,374	0.3%	3.9%
1,130	-	-	-
393,886	491,204	10.8%	24.7%
1,298,214	1,429,578	3.7%	10.1%
(39,329)	(69,161)	9.8%	75.9%
1,258,884	1,360,417	3.4%	8.1%
157,875	151,387	14.5%	-4.1%
<b>1,416,759</b>	<b>1,511,805</b>	<b>4.4%</b>	<b>6.7%</b>
1,021,197	1,121,102	-1.0%	9.8%
174,928	193,078	-15.8%	10.4%
414,333	475,848	8.4%	14.8%
431,936	452,176	-2.5%	4.7%
138,881	136,188	87.3%	-1.9%
47,897	54,604	12.5%	14.0%
197,219	188,647	2.2%	-4.3%
208,784	199,910	2.7%	-4.3%

√√ Total customer deposits include syirkah fund  
√√ Loan and NPL are total of BRI, BRISyariah and BRIAgro





# INCOME STATEMENT - Consolidated

IDR Billion

Description	1Q'20	2Q'20	3Q'20	4Q'20	g QoQ
Interest Income	31,343	25,235	29,280	31,074	6.1%
Interest Expense	(10,376)	(9,700)	(9,733)	(7,913)	-18.7%
Net Interest Income	20,967	15,535	19,547	23,161	18.5%
Net Premium Income	559	25	456	(157)	-134.5%
Fee & Other Opr. Income	8,002	5,735	7,737	7,990	3.3%
Gross Operating Income	40,861	32,229	38,791	40,725	5.0%
Other Operating Expenses	(12,808)	(12,610)	(13,314)	(11,200)	-15.9%
Pre Provision Operating Profit	16,720	8,685	14,425	19,794	37.2%
Provision Expenses	(6,593)	(3,299)	(9,504)	(13,454)	41.6%
Non Operating Income (Net)	29	(2)	(50)	(26)	-48.5%
Profit Before Tax n Minor. Int.	10,156	5,384	4,871	6,314	29.6%
Net Profit	8,170	2,031	3,953	4,507	14.0%

2019	2020	g YoY
121,756	116,933	-4.0%
(40,049)	(37,723)	-5.8%
81,707	79,210	-3.1%
1,011	882	-12.8%
28,439	29,464	3.6%
155,569	152,605	-1.9%
(44,966)	(49,931)	11.0%
66,192	59,624	-9.9%
(22,760)	(32,850)	44.3%
(68)	(49)	-27.3%
43,364	26,725	-38.4%
34,414	18,660	-45.8%



**BRI (BANK ONLY)**

				IDR Billion			
Description	1Q'20	1H'20	9M'20	2019	2020	g QoQ	g YoY
Asset/Liabilities							
Total Assets (IDR Billion)	1,287,094	1,309,321	1,359,556	1,343,078	1,421,785	4.6%	5.9%
Total Loans (Gross) (IDR Billion)	884,246	869,042	877,547	859,558	880,675	0.4%	2.5%
Total Deposits (IDR Billion)	978,326	1,013,156	1,062,702	969,750	1,052,664	-0.9%	8.6%
Asset Quality							
NPL (gross)	2.81%	2.98%	3.02%	2.62%	2.94%		
NPL (nett)	0.63%	0.77%	0.78%	1.04%	0.80%		
Liquidity							
CASA	56.86%	56.64%	60.15%	59.01%	61.00%		
LDR	90.39%	85.78%	82.58%	88.64%	83.66%		
RIM/MIR (Macroprudential Intermediary Ratio)	86.09%	82.26%	80.05%	85.31%	80.03%		
LCR	236.15%	243.57%	255.93%	229.98%	236.06%		
NSFR	132.06%	138.10%	141.95%	136.17%	149.06%		
Profitability							
Net Profit (IDR Billion)	8,305	10,201	14,047	34,029	18,353	12.0%	-46.1%
Cost of Fund (CoF)	3.65%	3.54%	3.45%	3.58%	3.22%		
NIM	6.66%	5.72%	5.76%	6.98%	6.00%		
Cost Efficiency Ratio (CER)	41.19%	50.23%	50.04%	40.26%	46.60%		
Operating Expense to Operating Income	72.97%	77.49%	80.64%	70.10%	81.22%		
ROA before tax	3.19%	2.41%	2.07%	3.50%	1.98%		
ROE Tier 1	20.39%	12.62%	11.43%	19.41%	11.05%		
ROE B/S	18.33%	11.33%	10.26%	17.77%	9.91%		
Capital							
Tier1 CAR	17.20%	18.81%	19.37%	21.52%	19.59%		
Total CAR	18.23%	19.83%	20.38%	22.55%	20.61%		

√ NPL (net) is after provision for impaired loan

IDR Billion

Description	1Q'20	1H'20	9M'20
<b>Total Assets</b>	<b>1,287,094</b>	<b>1,309,321</b>	<b>1,359,556</b>
- Gross Loans	884,246	869,042	877,547
- Government Bonds (Recap)	1,130	1,130	-
- Other Earnings Assets	324,067	380,682	420,502
Total Earning Assets	1,209,443	1,250,855	1,298,050
Earning Assets Provision	(58,701)	(54,798)	(60,399)
Total Earning Assets (net)	1,150,742	1,196,057	1,237,651
Total Non Earning Assets	136,351	113,264	121,905
<b>Total Liabilities &amp; S.E</b>	<b>1,287,094</b>	<b>1,309,321</b>	<b>1,359,556</b>
Total Customer Deposits	978,326	1,013,156	1,062,702
- Demand Deposits	168,593	172,763	215,173
- Savings	387,642	401,092	424,002
- Time Deposits	422,091	439,301	423,527
Other Interest Bearing Liabilities	95,574	84,351	71,974
Non Interest Bearing Liabilities	37,757	28,719	35,260
Tier I Capital	153,694	165,118	170,426
Total Shareholder's Equity	175,437	183,095	189,619

2019	2020	g QoQ	g YoY
<b>1,343,078</b>	<b>1,421,785</b>	<b>4.6%</b>	<b>5.9%</b>
859,558	880,675	0.4%	2.5%
1,130	-	-	-
372,442	467,502	11.2%	25.5%
1,233,131	1,348,177	3.9%	9.3%
(37,670)	(66,444)	10.0%	76.4%
1,195,460	1,281,733	3.6%	7.2%
147,617	140,052	14.9%	-5.1%
<b>1,343,078</b>	<b>1,421,785</b>	<b>4.6%</b>	<b>5.9%</b>
969,750	1,052,664	-0.9%	8.6%
167,843	183,002	-15.0%	9.0%
404,360	459,148	8.3%	13.6%
397,547	410,513	-3.1%	3.3%
135,752	134,912	87.4%	-0.6%
33,910	39,850	13.0%	17.5%
187,012	174,757	2.5%	-6.6%
203,665	194,359	2.5%	-4.6%

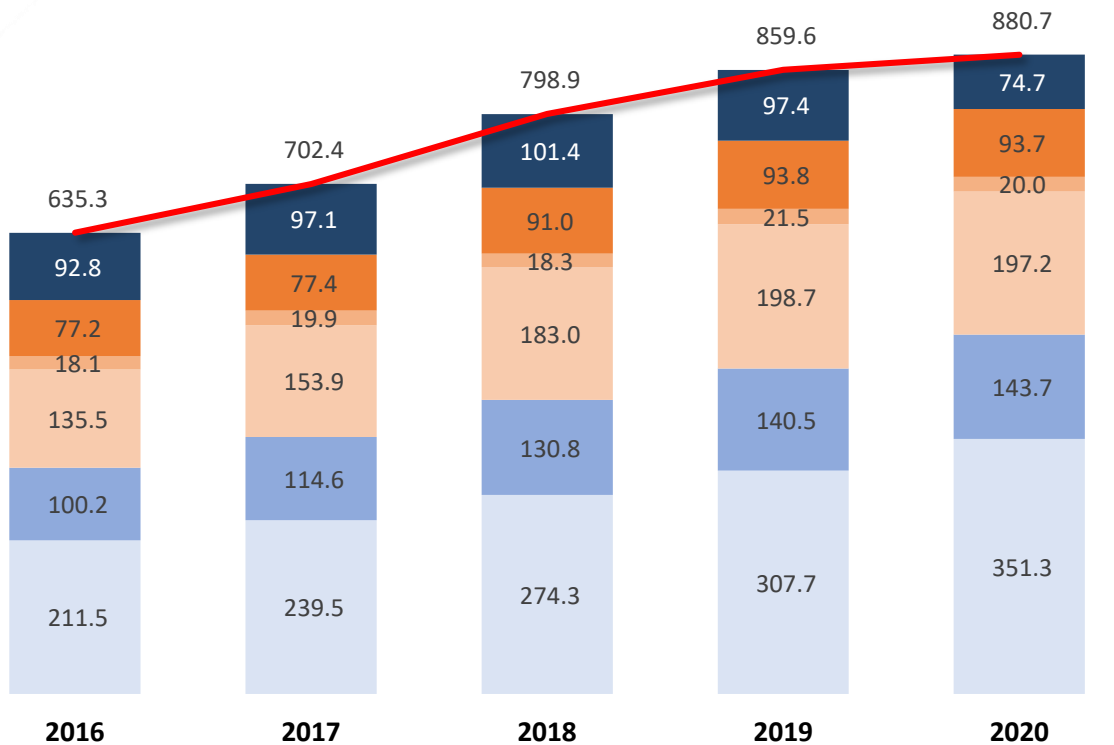


# LOAN MIX – Reaching Micro Composition of 40%

## Loan Outstanding – by business segment

(IDR Trillion)

...Growth driven by Micro, Small, and Consumer segment...

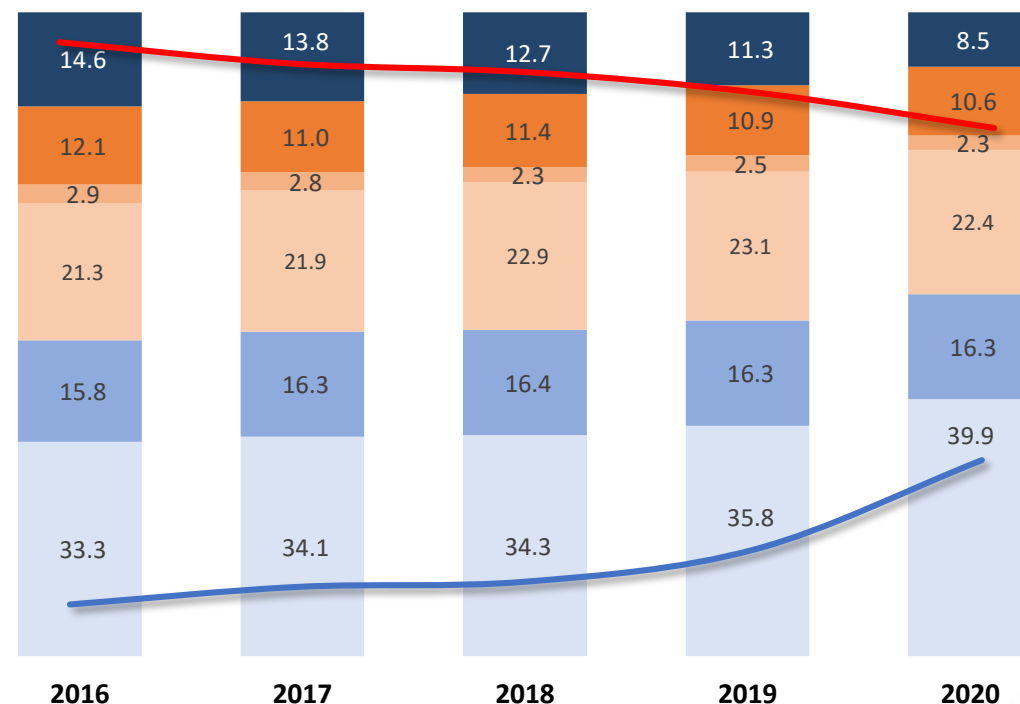


YoY Growth (%)  
(Rp Tn)

	Micro	Consumer	Small	Medium	Corporate Non SOE	SOE	Total
YoY Growth (%)	14.2	2.3	-0.7	-7.2	-0.1	-23.3	2.5
(Rp Tn)	43.6	3.2	-1.4	-1.6	-0.1	-22.6	21.1

## Composition – by business segment (%)

...Accelerating micro loan composition increase...



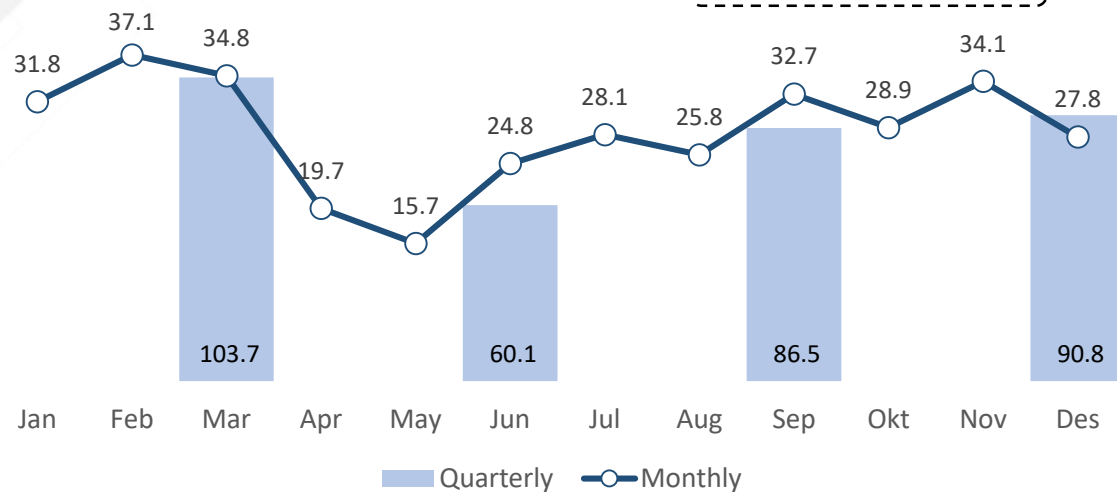
√ Started in 2018, Loan has been adjusted due to reclassification of Trade Finance/LC Related Receivables from Loan to Other Earning Assets-Other Receivables



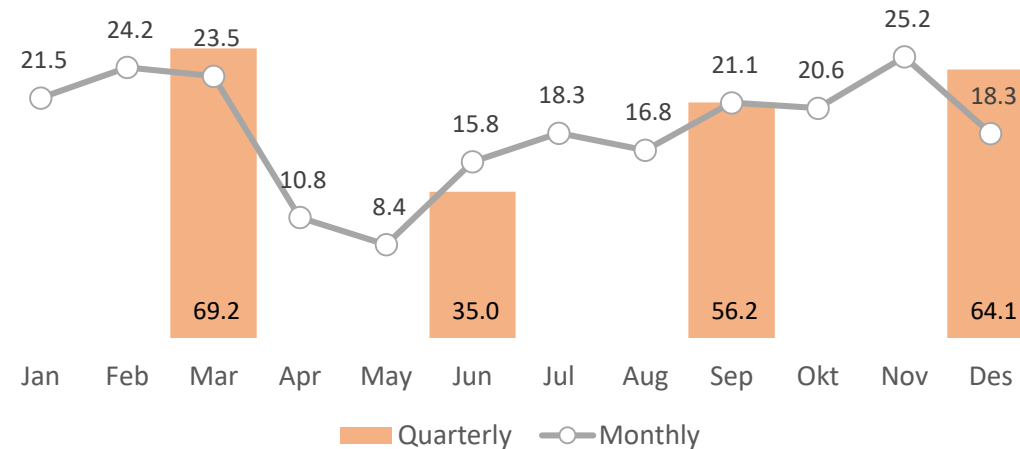
# LOAN DISBURSEMENT TREND - Ongoing Recovery

IDR Trillion

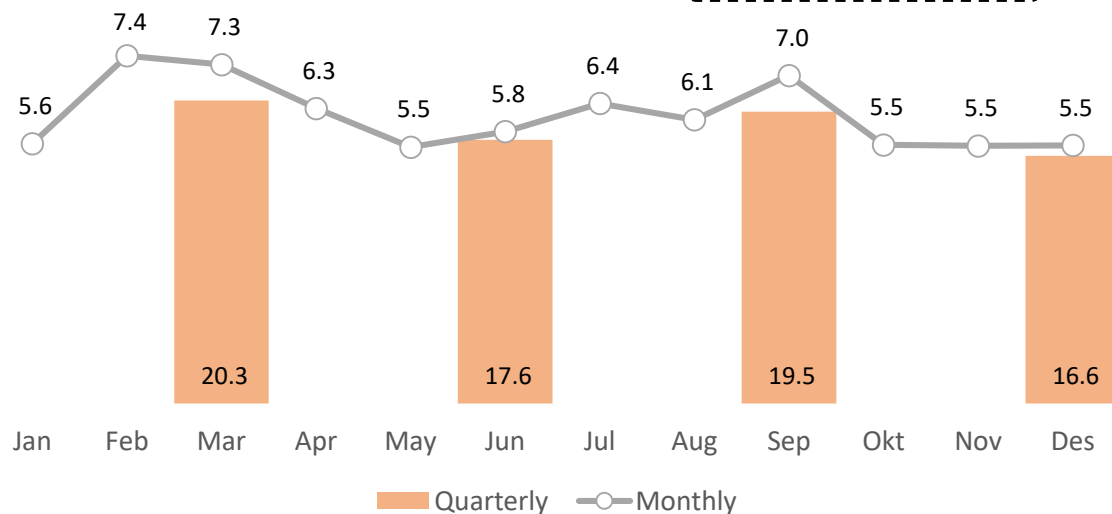
**Total Micro & SMEs**



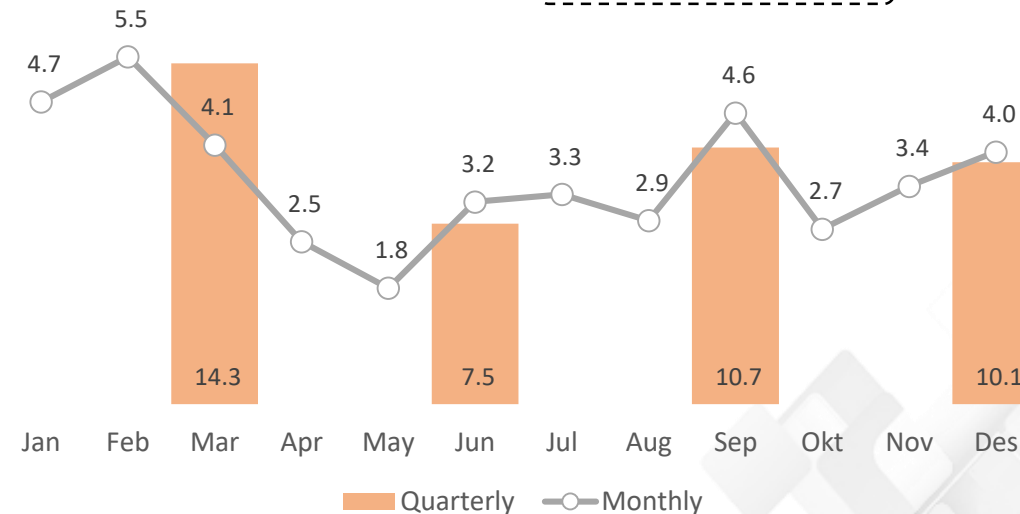
**Micro**



**Small & Medium**



**Consumer**







# LOAN QUALITY – Manageable During Pandemic

## Non Performing Loan – by segment (%)

NPL %	2016	2017	2018	2019	2020
Micro	1.00	1.08	1.01	1.18	0.83
Consumer	1.18	1.05	1.03	1.10	1.49
Small	2.95	3.01	3.14	3.17	3.61
Medium	7.90	5.45	6.80	5.38	4.61
Corporate	5.40	6.91	5.49	8.75	12.58
SoE	-	-	1.10	1.73	1.30
<b>Total NPL</b>	<b>2.03</b>	<b>2.12</b>	<b>2.16</b>	<b>2.62</b>	<b>2.94</b>

## Special Mention – by segment (%)

SML %	2016	2017	2018	2019	2020
Micro	4.43	4.04	3.51	3.51	2.47
Consumer	3.04	2.85	2.49	2.52	2.69
Small	6.06	5.79	4.28	4.63	3.19
Medium	3.04	3.24	2.87	2.97	3.07
Corporate	3.79	5.86	7.73	5.82	2.31
SoE	3.30	1.98	0.86	4.29	3.53
<b>Total SML</b>	<b>4.28</b>	<b>4.12</b>	<b>3.65</b>	<b>3.93</b>	<b>2.75</b>

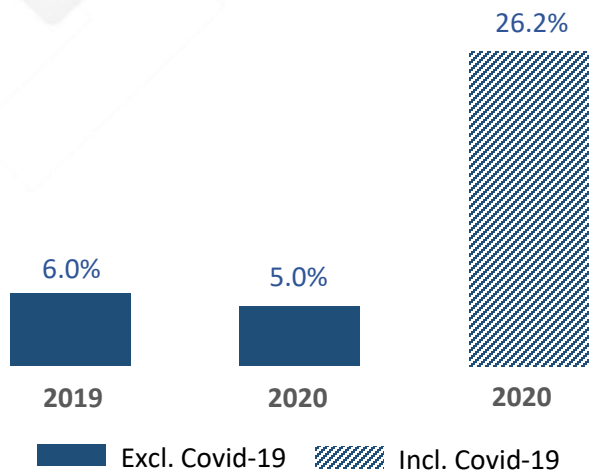
√ Started in 2018, Loan has been adjusted due to reclassification of Trade Finance/LC Related Receivables from Loan to Other Earning Assets-Other Receivables



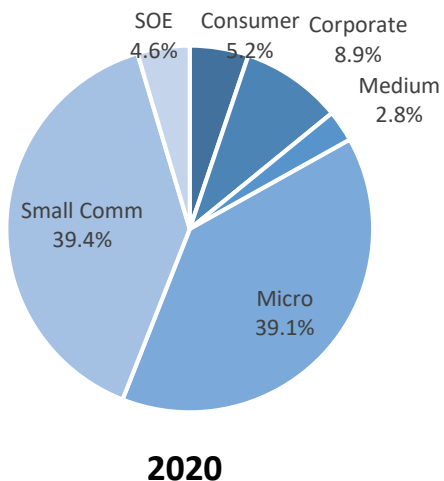
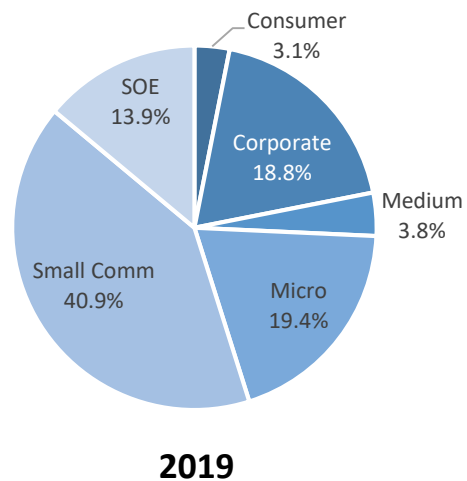
# RESTRUCTURED LOANS & LOAN AT RISK

## Restructured Loans

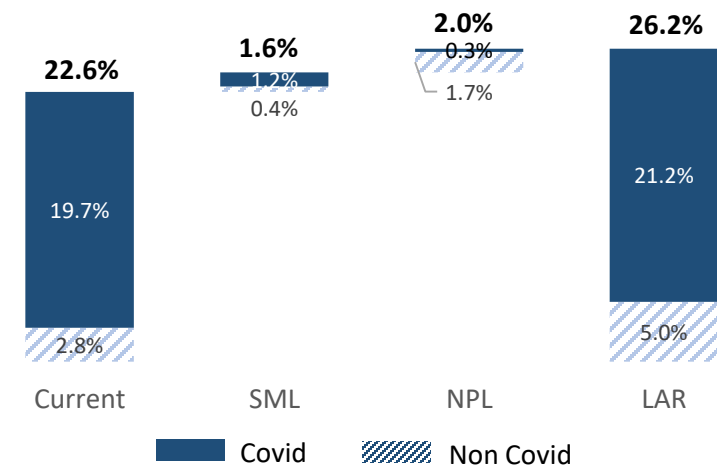
% to Total Loan



Restructured Loan by Segment

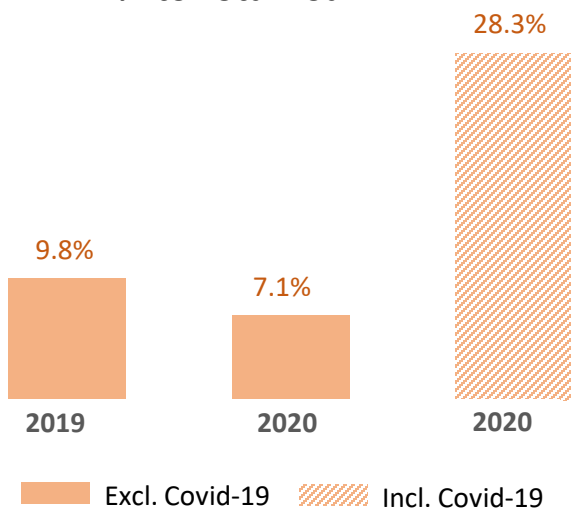


Restructured Loan by Quality (% to Total Loan)

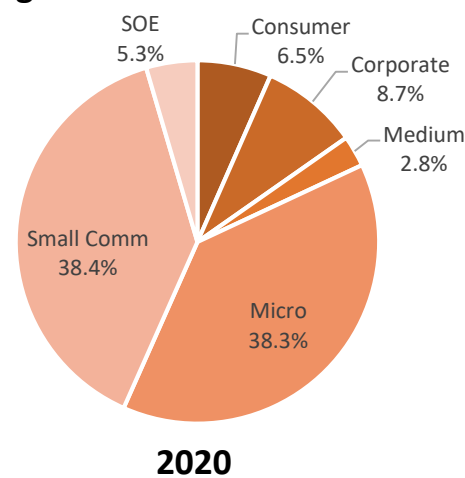
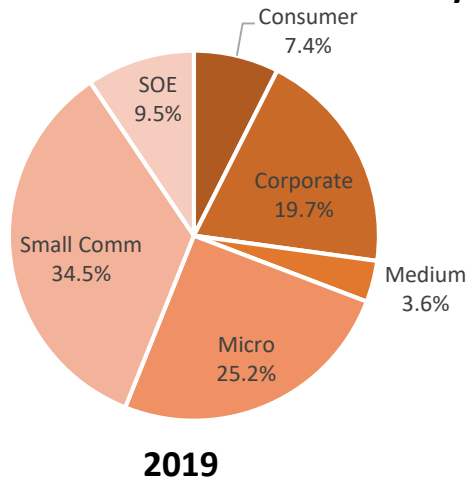


## Loan At Risk

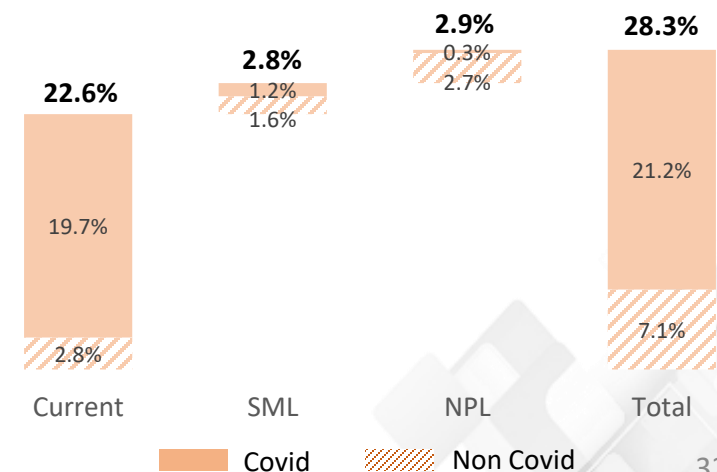
% to Total Loan



LAR by Segment



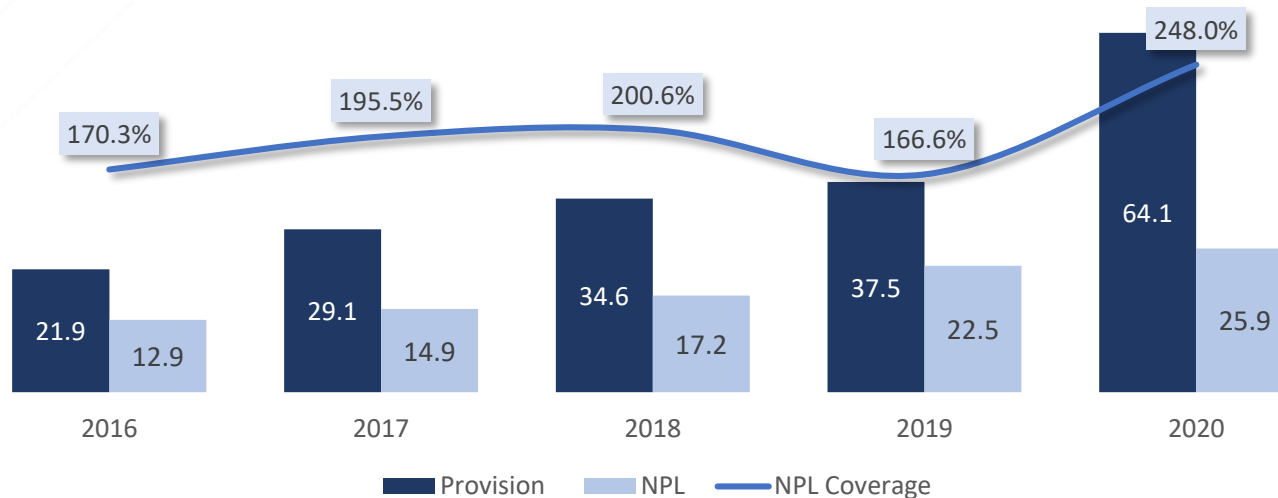
LAR by Quality (% to Total Loan)



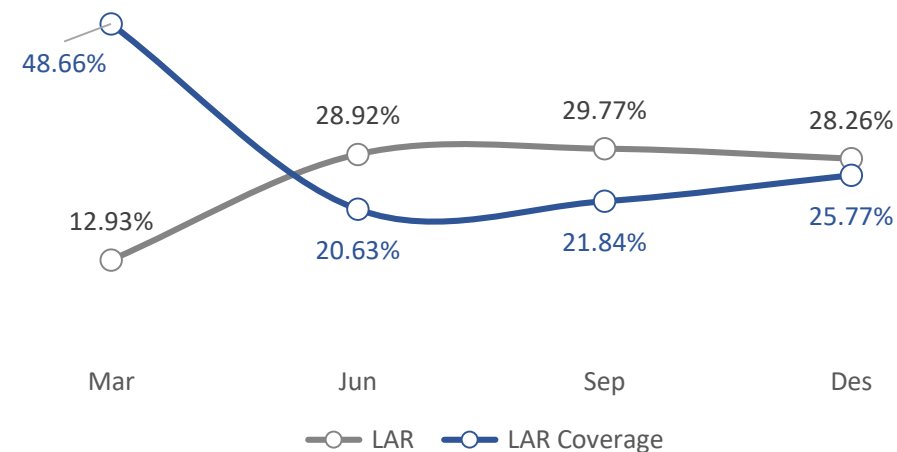
# COVERAGE, WRITE OFF & RECOVERY – Enough Cushion During Pandemic

## NPL Coverage Ratio

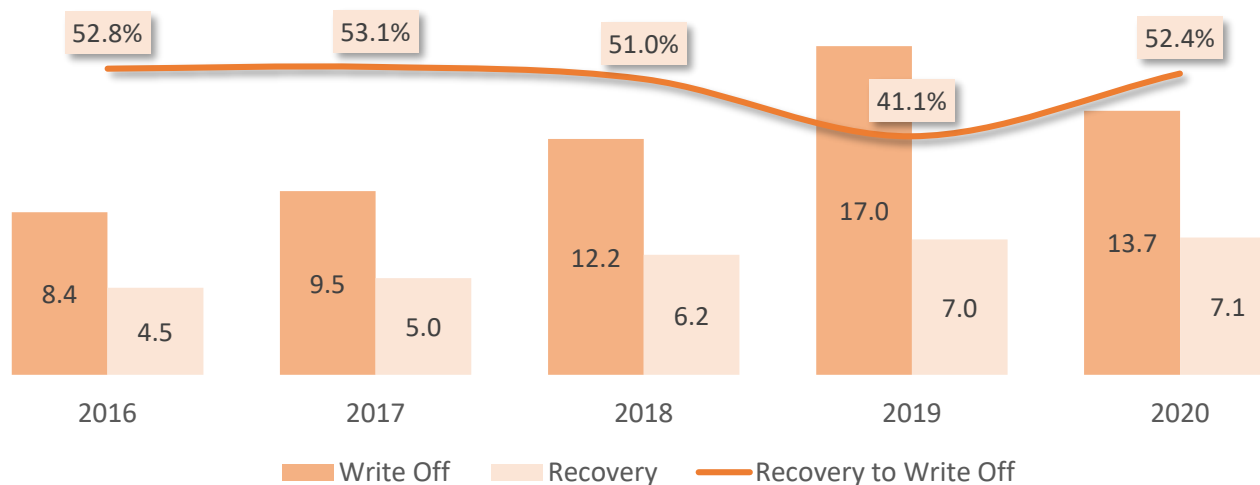
IDR Trillion



## LAR Coverage Ratio (Inc. Covid-19)



## Write Off & Recovery



...Providing more cushion to mitigate loan deterioration...

### BRI's Strategies to Optimize Recovery Income



- Collateral sale by accelerating auction
- Partnership with Asset Management Company
- Legal Action



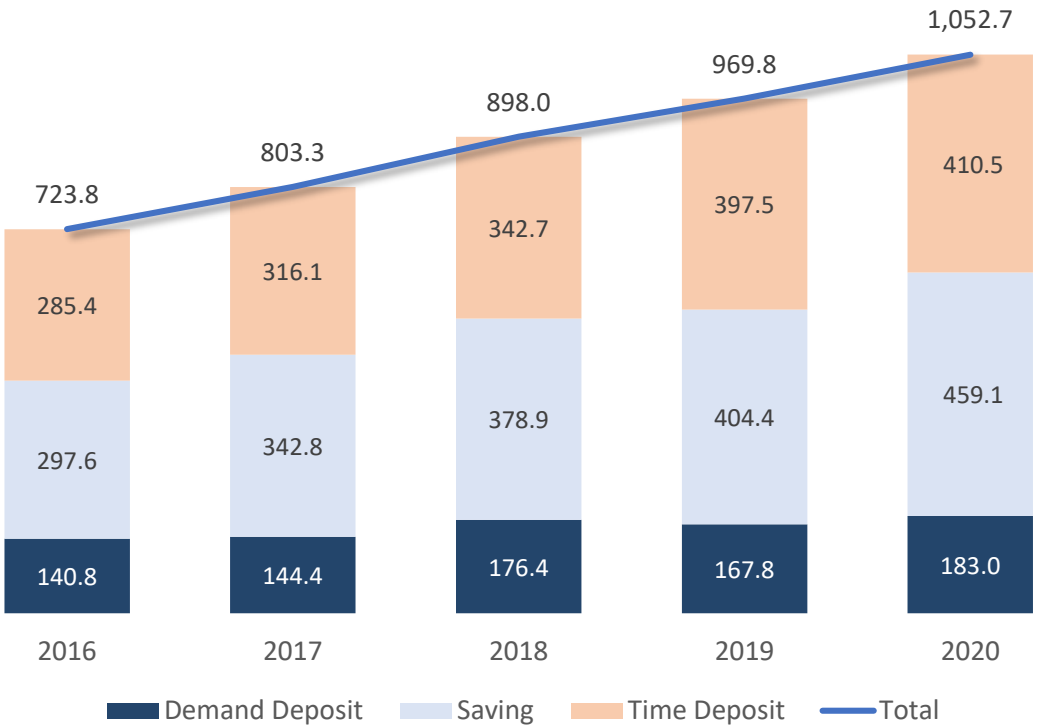
# DEPOSITS – Strong Growth Driven by CASA, Composition Reach 60%

## Deposits Growth

(IDR Trillion)

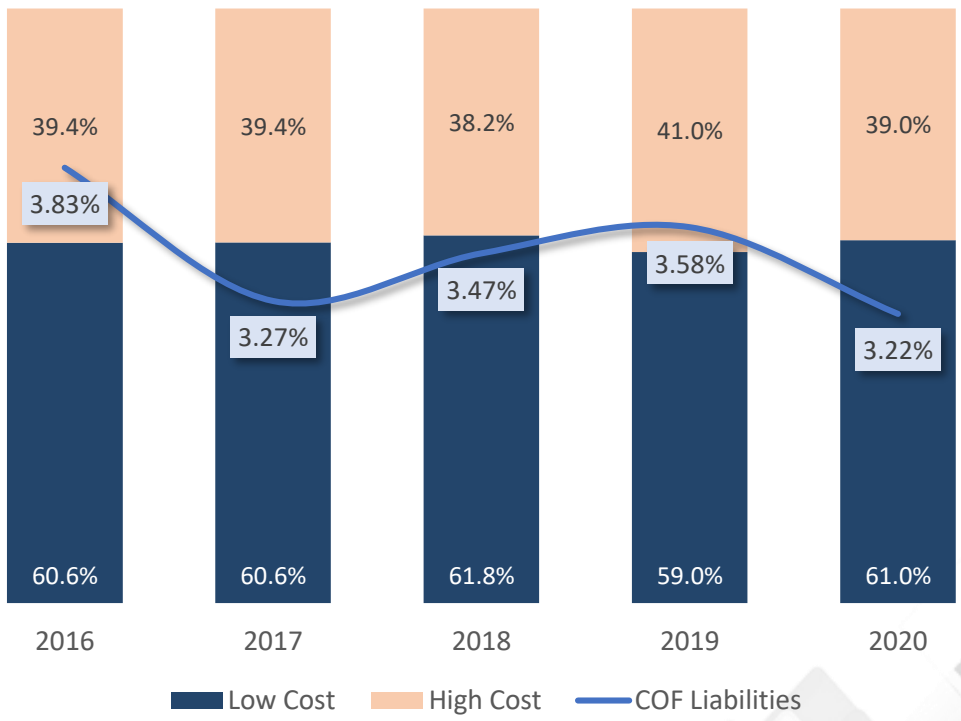
...Deposit growth driven by CASA...

YoY  
8.6%



## Deposits Composition, COF

...CASA reaching target of 60%...



# INCOME STATEMENT – Increasing PPOP Supported by Recovering NII

IDR Billion

Description	1Q'20	2Q'20	3Q'20	4Q'20	g QoQ	2019	2020	g YoY
Interest Income	29,648	23,514	27,663	29,134	5.3%	115,639	109,959	-4.9%
<i>Interest from Loans</i>	26,031	20,531	23,778	25,286	6.3%	103,028	95,626	-7.2%
<i>Int. from Other Earning Assets</i>	3,617	2,984	3,885	3,848	-1.0%	12,611	14,333	13.7%
Interest Expense	(9,619)	(8,991)	(9,006)	(7,196)	-20.1%	(37,078)	(34,812)	-6.1%
Net Interest Income	20,029	14,523	18,657	21,938	17.6%	78,560	75,147	-4.3%
Fee & Other Opr. Income *	7,855	5,859	7,338	7,379	0.6%	27,552	28,430	3.2%
Gross Operating Income	27,884	20,382	25,994	29,317	12.8%	106,112	103,577	-2.4%
Operating Expenses	(11,398)	(12,212)	(12,294)	(10,493)	-14.7%	(41,782)	(46,396)	11.0%
Pre Provision Operating Profit	16,486	8,170	13,700	18,824	37.4%	64,329	57,181	-11.1%
Provision Expenses	(6,224)	(2,977)	(9,009)	(12,780)	41.9%	(21,307)	(30,989)	45.4%
Non Operating Income (Net)	(4)	(2)	9	(34)	-463.0%	(72)	(31)	-57.6%
Profit Before Tax n Minor. Int.	10,259	5,191	4,701	6,011	27.9%	42,950	26,161	-39.1%
Tax Expense	(1,954)	(3,295)	(855)	(1,704)	99.4%	(8,921)	(7,808)	-12.5%
Net Profit	8,305	1,896	3,846	4,306	12.0%	34,029	18,353	-46.1%
EPS**	68	15	31	35	12.0%	278	150	-46.1%

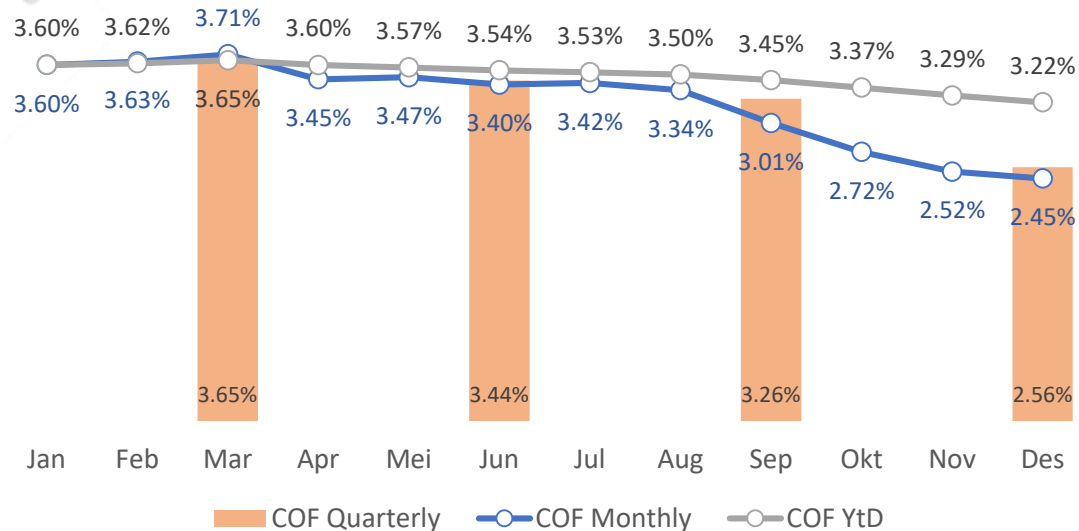
\*) Detail on the Fee & Other Operating Income on page 35

\*\*) Annualized – Excluding Treasury Stock

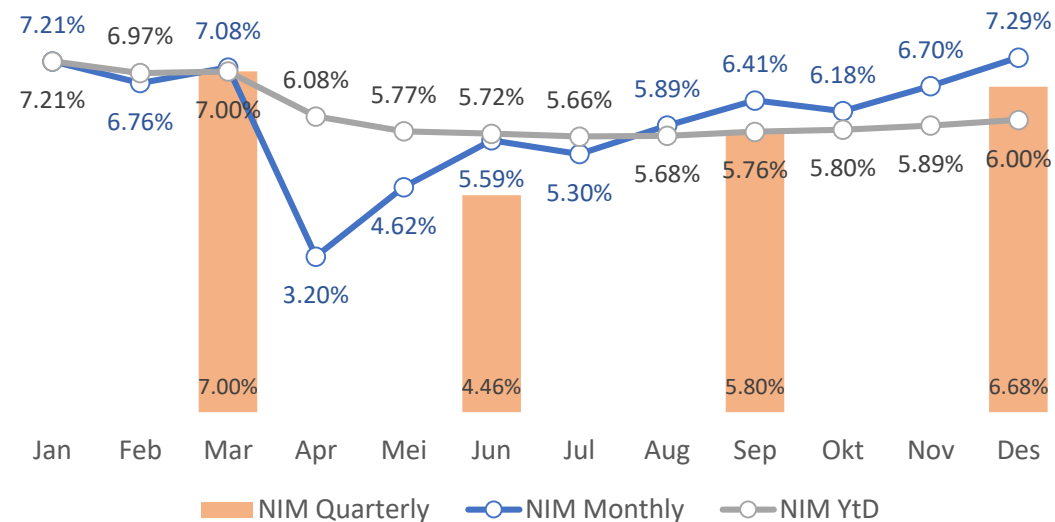


# RECOVERING PROFITABILITY TREND

## Cost of Fund

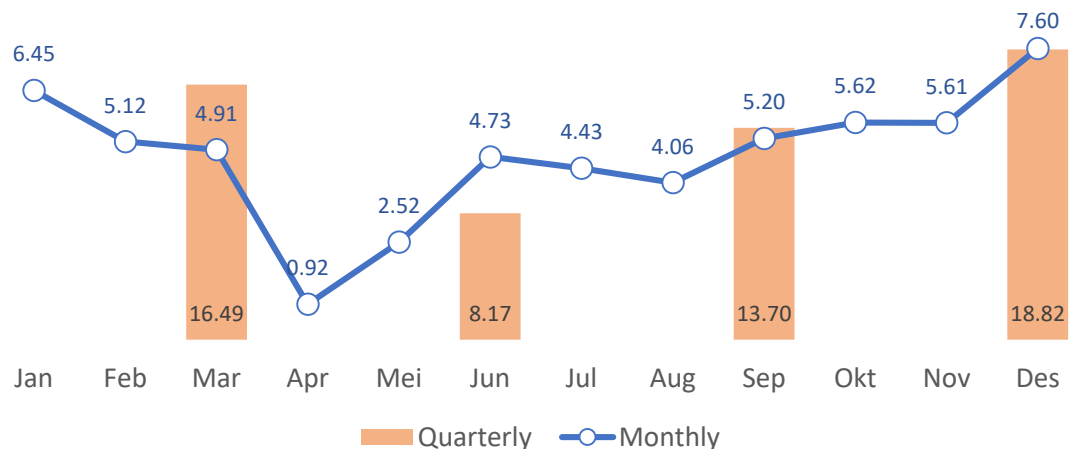


## Net Interest Margin



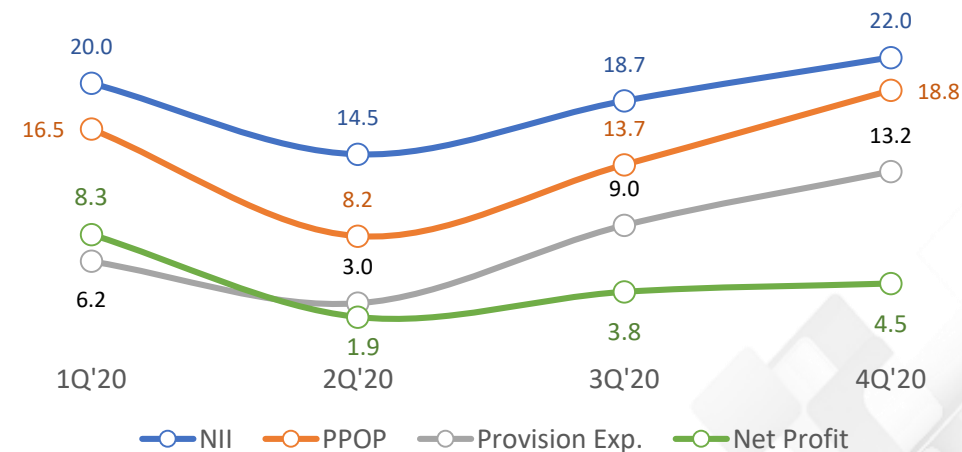
## PPOP

(IDR Trillion)



## Profitability Trend

(IDR Trillion)







# OTHER OPERATING INCOME & EXPENSES

## Other Operating Income

IDR Billion

Other Operating Income	1Q'20	2Q'20	3Q'20	4Q'20	g QoQ
Gain Fr Sales of Securities (realized)	578	479	602	854	41.8%
Increase in Fair Value of Securities (unrealized)	-	59	34	193	471.4%
Fees and Commissions	4,101	3,329	3,889	3,865	-0.6%
Gain fr Forex	68	161	533	491	-7.8%
Recovery	1,622	1,236	2,092	2,211	5.7%
Others	1,486	596	188	(235)	-225.2%
<b>Total Other Operating Income</b>	<b>7,855</b>	<b>5,859</b>	<b>7,338</b>	<b>7,379</b>	<b>0.6%</b>

2019	2020	g YoY
1,483	2,513	69.5%
61	285	368.5%
14,293	15,183	6.2%
153	1,252	716.2%
6,997	7,161	2.3%
4,564	2,035	-55.4%
<b>27,552</b>	<b>28,430</b>	<b>3.2%</b>

## Other Operating Expenses

Other Operating Expenses	1Q'20	2Q'20	3Q'20	4Q'20	g QoQ
Personnel	6,672	6,566	6,923	4,820	-30.4%
General and Administration	3,377	4,167	4,028	4,535	12.6%
Losses fr decrease of Securities and Govt. Bonds value	-	-	-	-	-
Losses fr sale of Securities and Govt. Bonds	108	(108)	-	-	-
Losses from forex transaction	-	-	-	-	-
Premium Paid on Govt Guarantees	-	-	-	-	-
Promotion	330	534	404	878	117.0%
Others	911	1,053	938	260	-72.3%
<b>Total Other Operating Expenses</b>	<b>11,398</b>	<b>12,212</b>	<b>12,294</b>	<b>10,493</b>	<b>-14.7%</b>

2019	2020	g YoY
22,976	24,980	8.7%
14,404	16,107	11.8%
-	-	-
-	-	-
-	-	-
-	-	-
2,107	2,146	1.8%
2,296	3,163	37.8%
<b>41,782</b>	<b>46,396</b>	<b>11.0%</b>

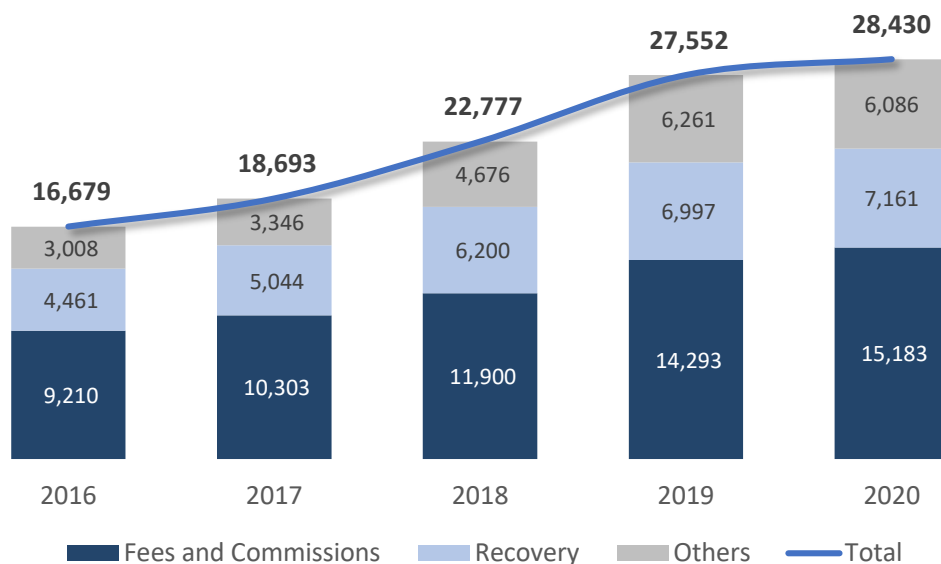


# FEE & OTHER OPERATING INCOME – Shifting to Transaction Based Fee Income

## Fee & Other Operating Income

(IDR Billion)

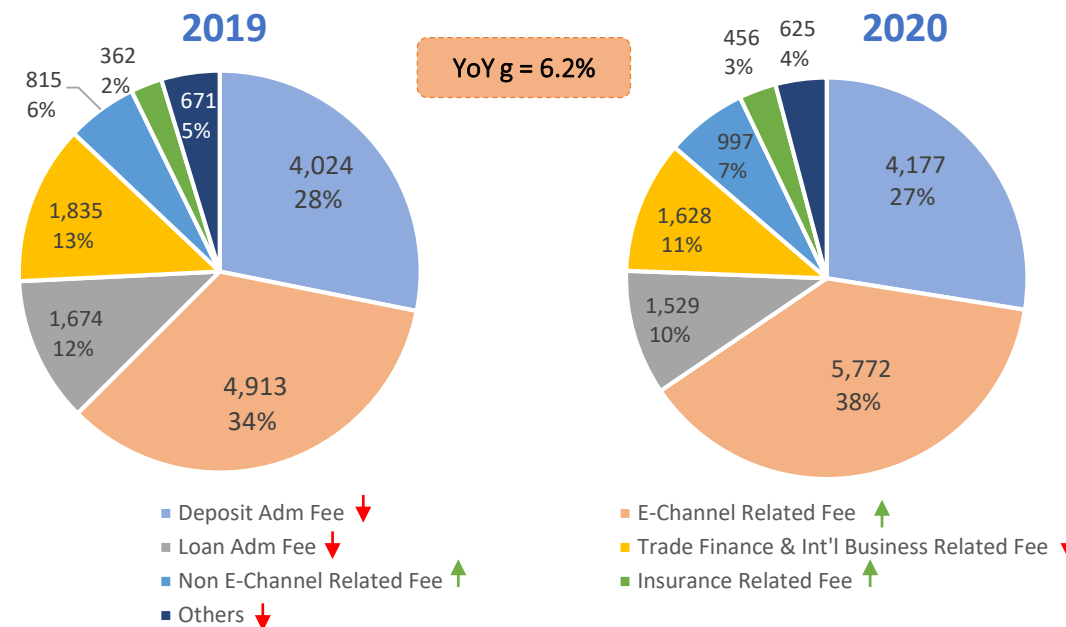
YoY g = 3.2%



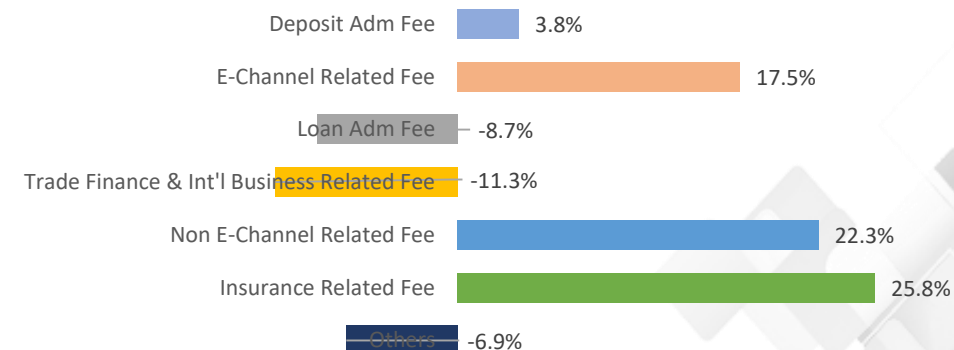
Fees and Commissions income grew strong, reaching 11.0% of Total Income.

## Fees and Commission – Composition

(IDR Billion)



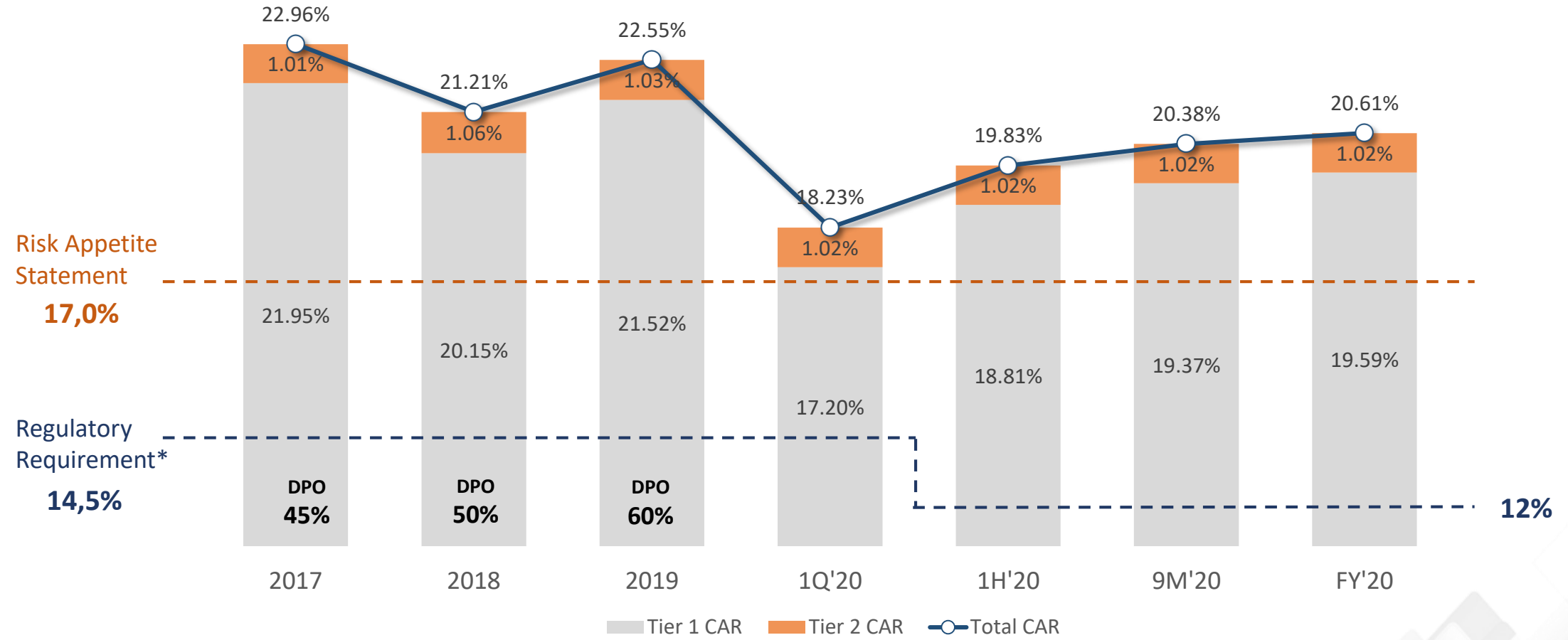
## Growth YoY





# CAPITAL & CET1 RATIO – Adequate Capital During Pandemic

... Increasing CAR supported by more efficient capital-used expansion, OCI-securities gain, and ESA program, provides room for **higher dividend payout...**



\*Include Capital Conservation Buffer (2.5%)

Description	1Q'20	1H'20	9M'20	2019	2020
CASA	56.86%	56.64%	60.15%	59.01%	61.00%
Cost of Fund (COF)	3.65%	3.54%	3.45%	3.58%	3.22%
Loan to Deposit Ratio	90.39%	85.78%	82.58%	88.64%	83.66%
LCR	236.15%	243.57%	255.93%	229.98%	236.06%
NSFR	132.06%	138.10%	141.95%	136.17%	149.06%
RIM/MIR Macroprudential Intermediary Ratio	86.09%	82.26%	80.05%	85.31%	80.03%
Net Interest Margin (NIM)	6.66%	5.72%	5.76%	6.98%	6.00%
Cost Efficiency Ratio (CER)	41.19%	50.23%	50.04%	40.26%	46.60%
Earning Asset Provision	5.09%	4.72%	5.10%	3.36%	5.42%
Opr. Expense to Opr. Income	72.97%	77.49%	80.64%	70.10%	81.22%
NPL ratio - Gross	2.81%	2.98%	3.02%	2.62%	2.94%
NPL ratio - Nett	0.63%	0.77%	0.78%	1.04%	0.80%
LAR	12.93%	28.92%	29.77%	9.78%	28.26%
LAR Coverage	48.66%	20.63%	21.84%	44.65%	25.77%
Return on Assets (ROA) - b.t	3.19%	2.41%	2.07%	3.50%	1.98%
Return on Assets (ROA) - a.t	2.59%	1.59%	1.44%	2.77%	1.39%
Return on Equity (ROE) - Tier I	20.39%	12.62%	11.43%	19.41%	11.05%
Return on Equity (ROE) - B/S	18.33%	11.33%	10.26%	17.77%	9.91%
Primary Reserve Requirement (IDR)	5.59%	3.81%	3.00%	6.57%	3.00%
Net Open Position	2.05%	1.08%	0.98%	1.87%	1.07%
Tier I CAR	17.20%	18.81%	19.37%	21.52%	19.59%
Total CAR	18.23%	19.83%	20.38%	22.55%	20.61%



## BUSINESS UPDATES



**MICRO**





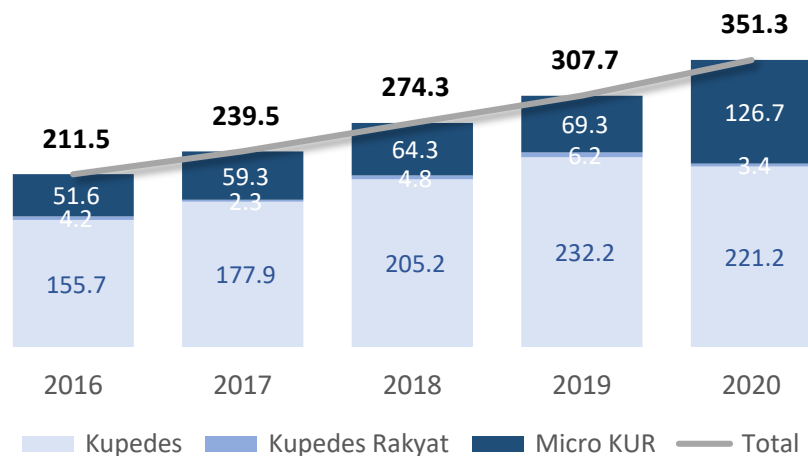
# MICRO BANKING – Loan and Deposit Increase Double Digit

...KUR & KUR Super Micro have contributed to double digit loan growth & increasing number of borrowers ...

...Double digit Micro deposit growth has been contributed by BPUM, BRILink, and Micro Payment...

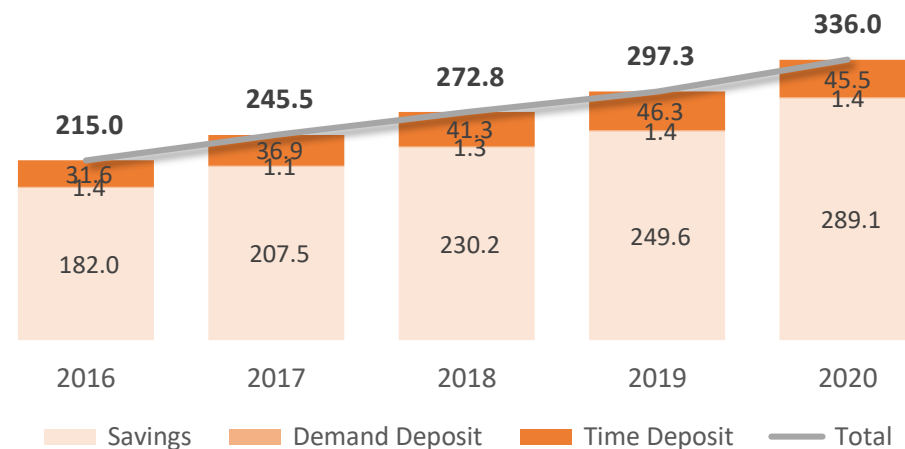
## Micro Loan (IDR Trillion)

YoY g = 14.2%



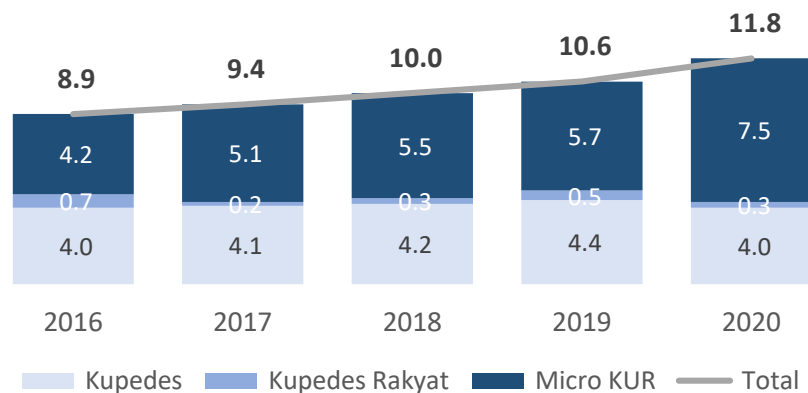
## Micro Deposit (IDR Trillion)

YoY g = 13.0%

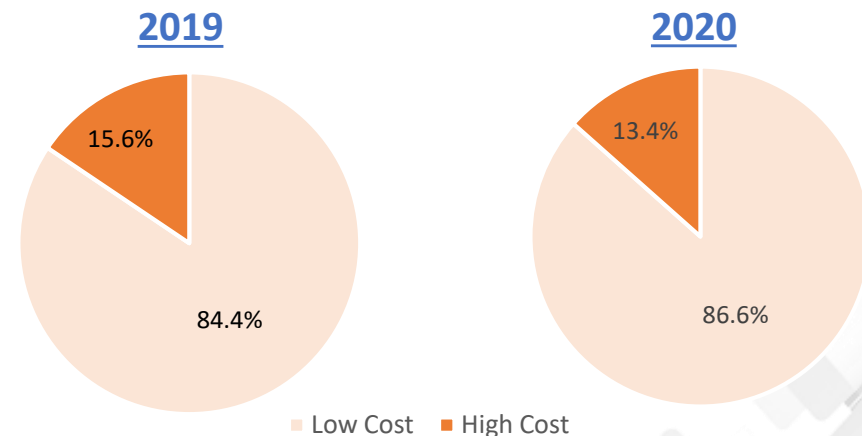


## Micro Borrowers (Million)

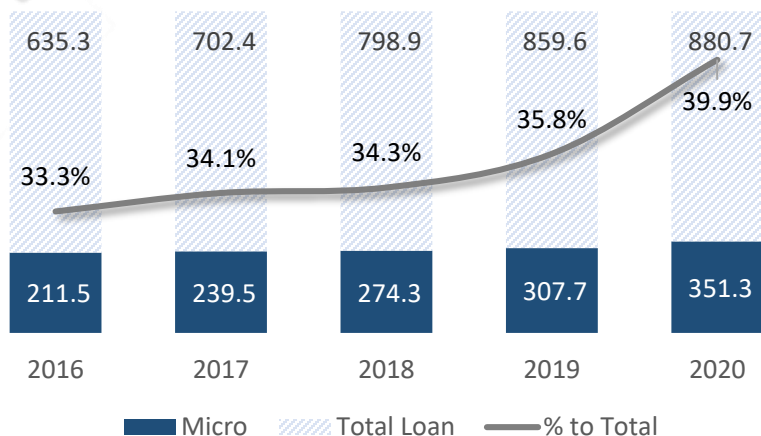
YoY g = 11,5%



## Micro Deposit Composition



## Loan Composition



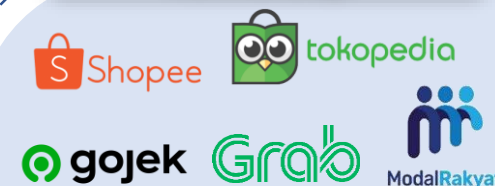
**45%**  
IN 2025

## KUR Super Micro Loan Disbursement

IDR Trillion



## KUR Disbursement Partnership\*



\*Partnership with E-Commerce & Ride Hailing Application

## KUR SUPER MICRO

KUR scheme expansion for new micro business entrepreneur as part of Government Program to support Economic Recovery.

### Target Market



**New Micro Business Entrepreneur**  
No limitation on business experience

As of Dec 31<sup>st</sup> 2020,



IDR **8.66 Trillion**



**985 thousand** borrowers

### Schemes

**Maximum Plafond**  
IDR **10** Million

**Insurance Coverage**

**Interest Rate**  
**13%** Govt Subsidy  
**6%** Paid by borrower

2021 Quota  
**Rp 40T**



## KUR MICRO

### Target Market



Minimum 6 months experience on running Micro business

### Schemes

**Plafond**  
IDR **50** Million

**Insurance Coverage**

**Interest Rate**  
**10,5%** Govt Subsidy  
**6%** Paid by borrower

2021 Quota  
**Rp 110T**



**Pipeline**

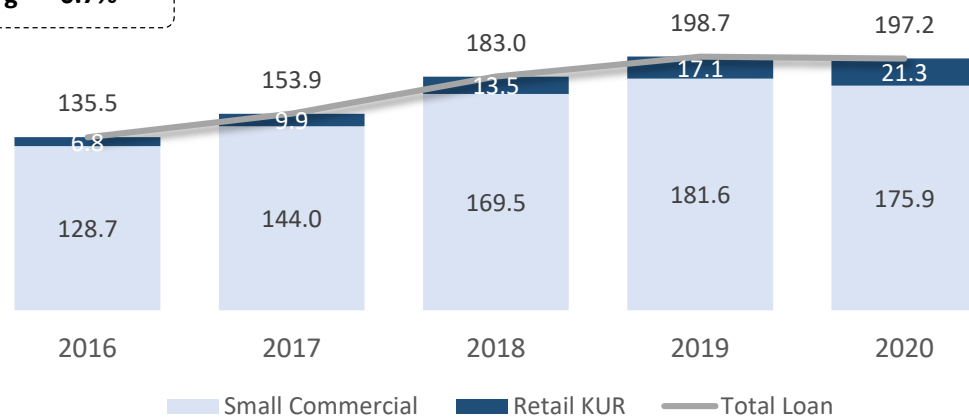


**SMALL & MEDIUM**

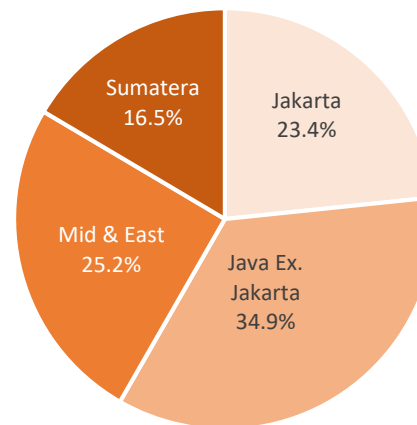
# SMALL AND MEDIUM LOANS

## Small (IDR Trillion)

YoY g = - 0.7%



## By Region (%)



## KMK Tangguh

(Government Guaranteed Loan Scheme – Manageable Credit Risk and Lower RWA)

### Maximum Plafond

IDR **10** Billion  
For Covid-19 impacted borrowers

Insurance Coverage

Insurance Premium paid by Government

Max Loan Tenure

**36** Months

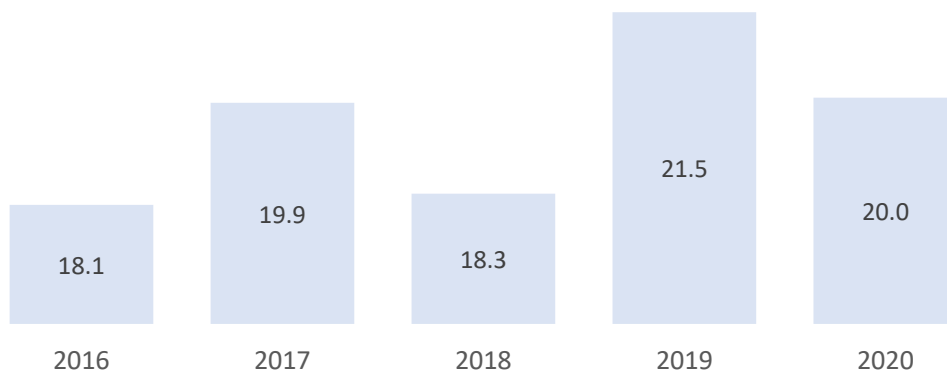
As of Dec 31<sup>st</sup> 2020

IDR **8.76 Tr**

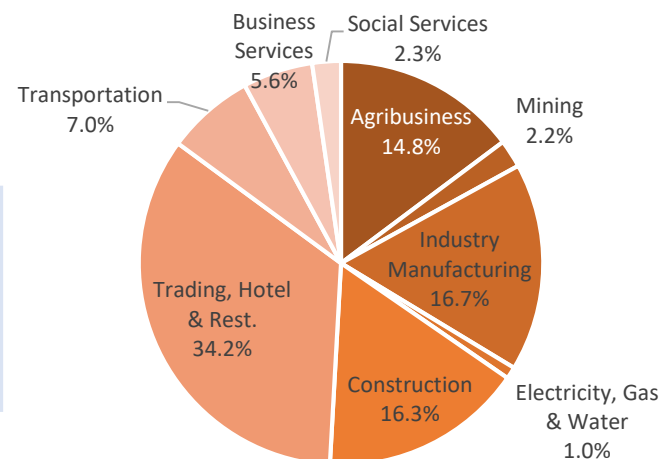
**14.4 thousand** borrowers

## Medium (IDR Trillion)

YoY g = - 7.2%



## By Economic Sectors (%)



## P2P Partnership

**investree**

**Rp436 Bio**  
Disbursement Volume

**130** Borrowers

**2 Months Avg**  
Loan Tenor

**14.5%** Avg Int. Rate

Powered by



√ Started in 2018, Loan has been adjusted due to reclassification of Trade Finance/LC Related Receivables from Loan to Other Earning Assets-Other Receivables



**CONSUMER**

## Outstanding

(IDR Trillion)

Description	2016	2017	2018	2019	2020	g YoY	Composition
Salary Based	78.2	88	97.8	101.3	101.3	0.0%	70.5%
Mortgage	18.2	22.1	27.1	32.3	35.7	10.6%	24.9%
Vehicle Loan	2.2	2.6	3.7	4.1	3.0	-26.8%	2.1%
Card and Others	1.6	1.8	2.3	2.7	3.6	33.6%	2.5%
<b>Total</b>	<b>100.2</b>	<b>114.6</b>	<b>130.8</b>	<b>140.5</b>	<b>143.7</b>	<b>2.3%</b>	<b>100.0%</b>

## NPL (%)

Description	2016	2017	2018	2019	2020
Salary Based	0.81%	0.74%	0.73%	0.69%	0.94%
Mortgage	2.60%	2.18%	1.92%	2.30%	2.80%
Vehicle Loan	0.60%	0.56%	0.47%	0.71%	2.77%
Card and Others	4.07%	2.95%	4.07%	2.85%	2.83%
<b>Total</b>	<b>1.18%</b>	<b>1.05%</b>	<b>1.03%</b>	<b>1.10%</b>	<b>1.49%</b>

- Consumer loan grew 2.3% YoY and salary based loan is still the biggest portion of the consumer loans of 70.5% in 2020.

## Consumer Digital Loan



Outstanding Rp21.2 Mio  
Sales Volume Rp61 Bio  
Users 11,676



Outstanding Rp342.2 Mio  
Sales Volume Rp680 Bio  
Users 44,819

Powered by





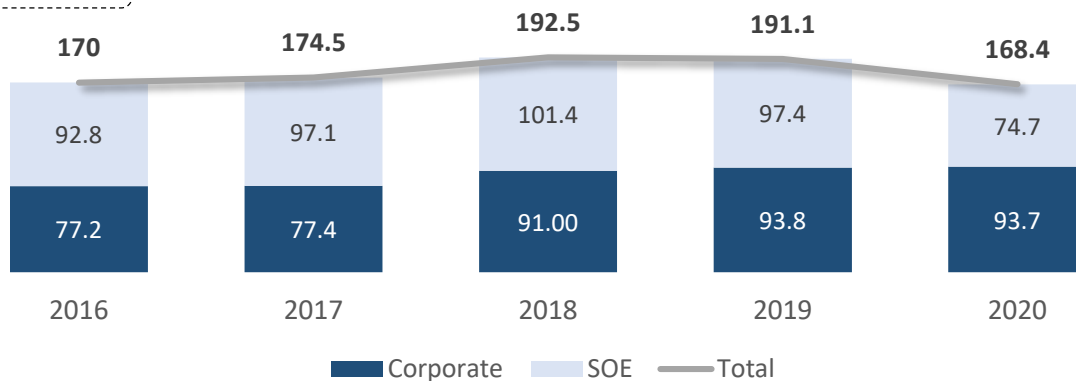


## **CORPORATE & SOE**

## Loan Outstanding – Trend

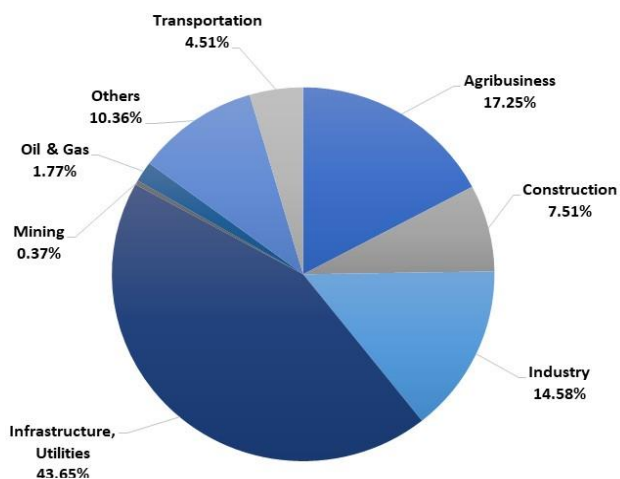
(IDR Trillion)

YoY g = - 11.9%

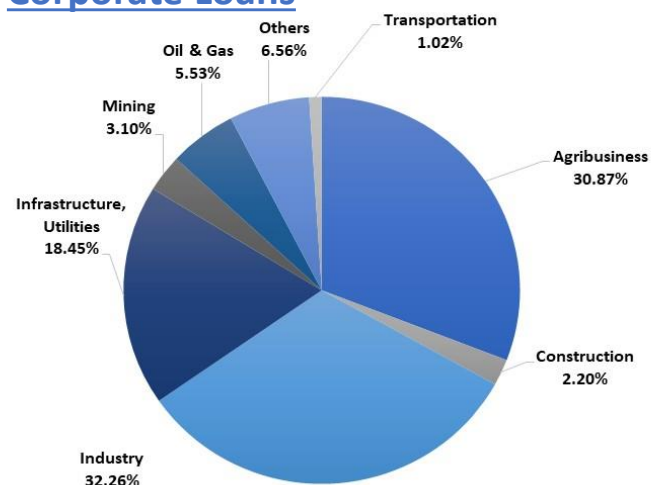


## By Business Segment

### SOE Loans



### Corporate Loans



...Corporate & SOE loan growth trend align with BRI focus to grow more on MSME and optimize transactions in Corporate Segment...

### Corporate Business Strategies



- Selective loan growth
- Improve asset quality
- Boost fees & other operating income through transaction banking



## DIGITAL INITIATIVES

# BRI DIGITAL INITIATIVES – Strengthening Digital Capability



## Digitizing Core

### Exploitation:

Digitize existing services and transactions (Business Process)

- Optimize existing Channels
- Integrated Digitized Operation
- Simplified and standardized system



Branchless Banking  
Initiatives for Micro



Advanced Mobile Banking



Digital Loan Underwriting System



## Digital Ecosystem

### Exploration:

Build ecosystem to offer products and services beyond core business.

- Digital Platform for Business
- Build new business model
- Partnership with Fintech

### Digital Ecosystem Platform



B2B2C Integrated Billing System



School Management System



### P2P Partnership



### E-Commerce Partnership



### Ride Hailing Partnership



## New Digital Propositions

### Exploration:

Create and launch an independent greenfield digital bank in Indonesia

- Mobile First channel
- Fully Digital for untapped market
- Build New Digital Capability

### AI & Big Data Analytics

The First Bank with  
ISO Certificate  
in Big Data



ISO 27001:2013

### Digital Loan Products



**Boost Productivity &  
Unleash The Potential**

**Leveraging New Liquidity, New Opportunities, New Source of Growth**

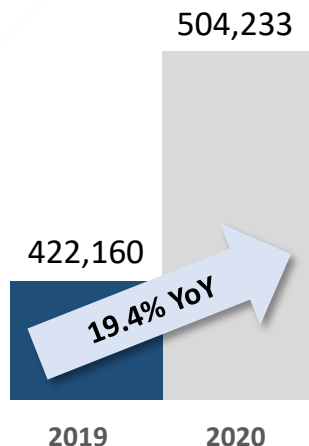
**Tap the Untapped  
Embedded in Customer Life**



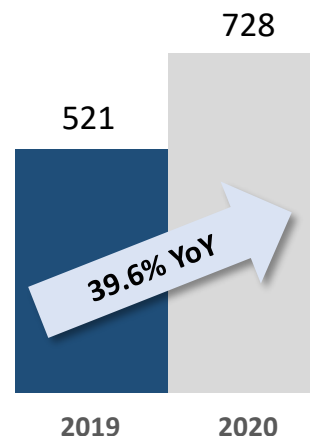
# BRILink – Increasing Volume & Strong Fee Income Growth

A branchless banking initiatives performed by BRI's customer through fee income sharing scheme..

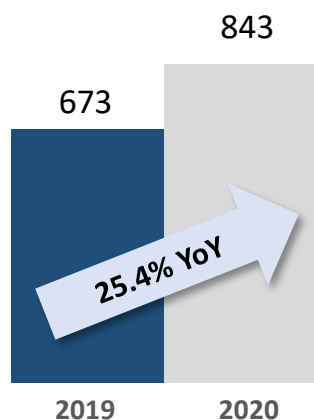
# of Agents



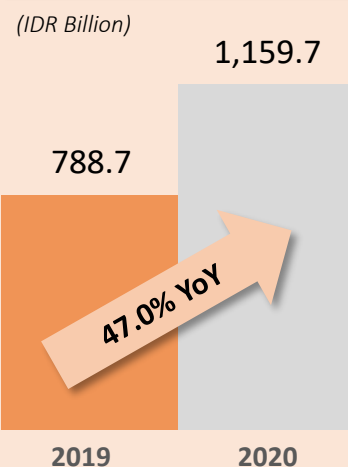
# of Transaction  
(In Million)



Transaction Volume  
(IDR Trillion)



Fee Based Income



## SERVICES PROVIDED

Ultra Micro Payment (synergy with Pegadaian & PNM)

Loan Installment

Mobile Phone Voucher

Cash Deposit & Withdrawal

LinkAja Cash Withdrawal

Bill Payment

Money Transfer

Cash Pickup



**87.3 Thousand** saving referrals ( **↑ 72% YoY** )

**80.3 Thousand** loan referrals ( **↑ 112% YoY** )

**IDR 13.3 T** savings ( **↑ 57% YoY** )

**54.6 Thousand** (74% of total) villages acquisitions



# BRISpot JOURNEY – Continuous Enhancement



## Digitalization

FROM

- Double Work
- Variative Financial Assessment
- No Cross Sell Module

TO

- All in one go
- Standardized Template
- Built-in Cross-Sell Module

## Automation

FROM

- Manual Pre-screening
- Manual Disbursement
- Manually notify by loan officer

TO

- Automated Pre-screening
- Automatic Disbursement
- SMS Notification

## Simplification

FROM

- Paper Based
- Manual Mapping
- Approval process in 20 days

TO

- Less Paper
- Geo-tagging Technology
- Less in 2 days

## NEXT (ENHANCEMENT)

Going forward

- Ride Hailing Apps Integration
- Fintech Partnership Integration
- BRISpot for BRILink Agents
- GoogleAPI collaboration for geo-tagging loan disbursement pipeline

2020

## BRISpot EXTERNAL

Development of BRISpot as apps for external use (customer) to ease the access to BRI's loan application.

## BRISpot SMALL COMMERCIAL

Development of BRISpot for small and commercial business replicated the successful implementation of BRISpot for micro and consumer.

2019

## BRISpot CONSUMER

Business Process Re-Engineering supported by the development of BRISpot Consumer as an application platform for consumer business banking services and facilities.

2018

## BRISpot MICRO

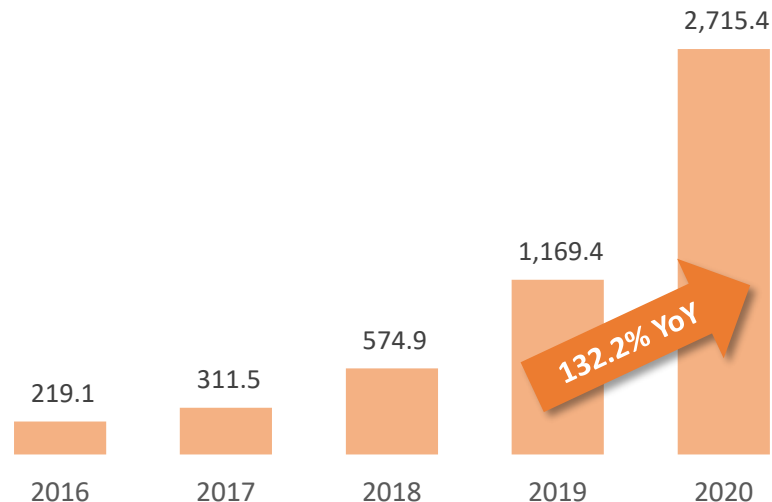
Business Process Re-Engineering supported by the development of BRISpot for micro loan (Kupedes), an application platform that expedite the micro loan underwriting process.

# TRANSACTION – Shifting to Digital

## INTERNET BANKING\*

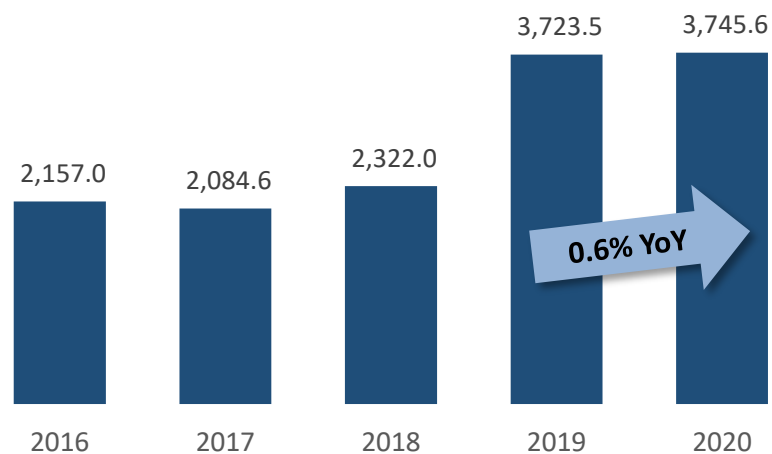
(Trx in million )

\* Internet banking numbers shown above incl. BRIMO transactions



## ATM

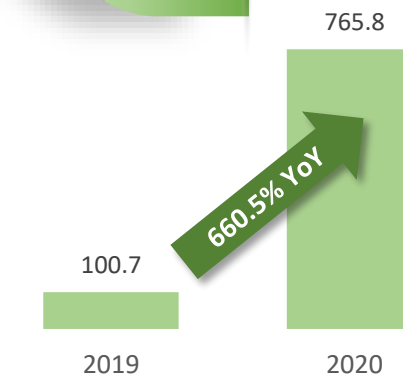
(Trx in million )



Launched in 2019, BRIMO is Internet-based digital financial application using newest UI/UX, providing attractive features e.g online opening account, card-less cash withdrawal, and fingerprint/ face ID login

## BRIMO

(Trx in million)



“During the pandemic, customers' transaction behaviors have shifted from using conventional e-channels (ATM and EDM) to digital (e-banking)”

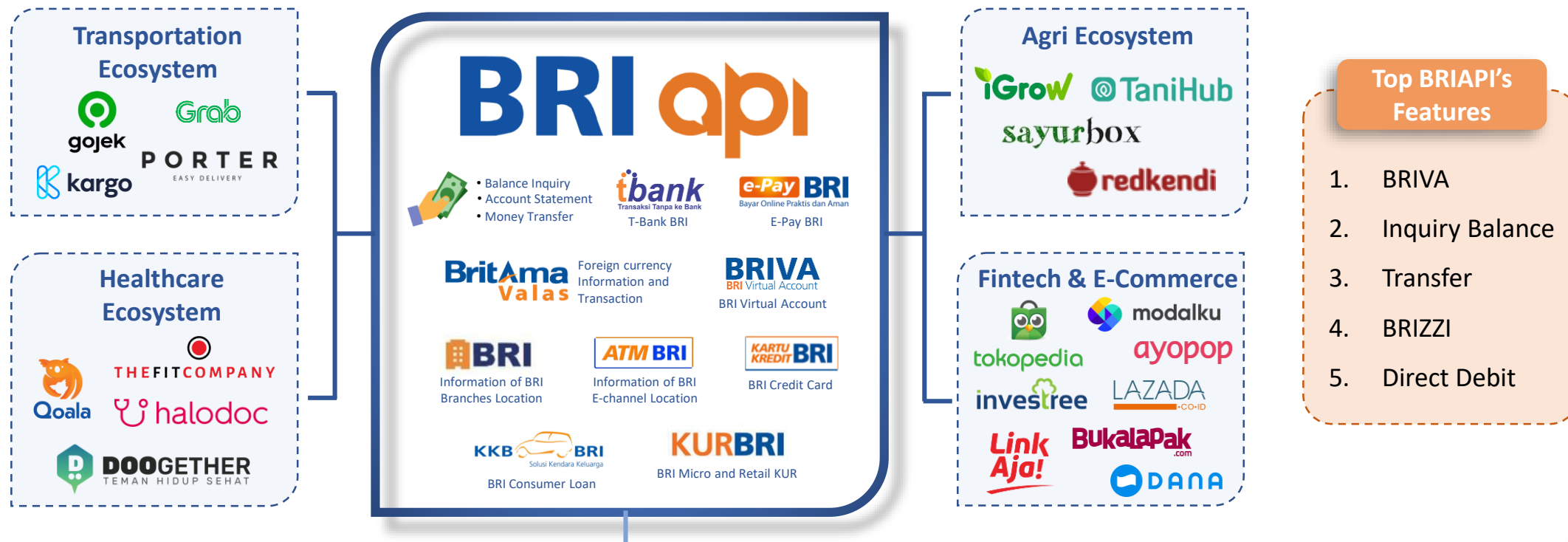




# APPLICATION PROGRAMMING INTERFACE (API) – Gateway for Digital Partnership

## Execute Digital Partnership with Precision & Speed (OpenAPI)

API which stands for 'Application Programming Interface' connects business processes, services, content, and data to channel partners, internal teams, and independent developers in an easy and secure way.



...Digital Partnership Model to connect with Fintech and create digital ecosystem. As of Dec 2020, more than 120 partners have been using **BRIAPI** with 88 million transactions and Rp43 T sales volume...



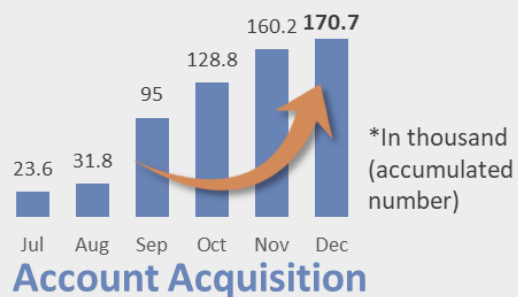
- Sales Volume Rp43 T ( 309.5%)
- Transaction Volume 88 Mio ( 111.5%)
- 209 Total Partners ( 145.8%)



# DIGITAL SAVING – New Playing Field

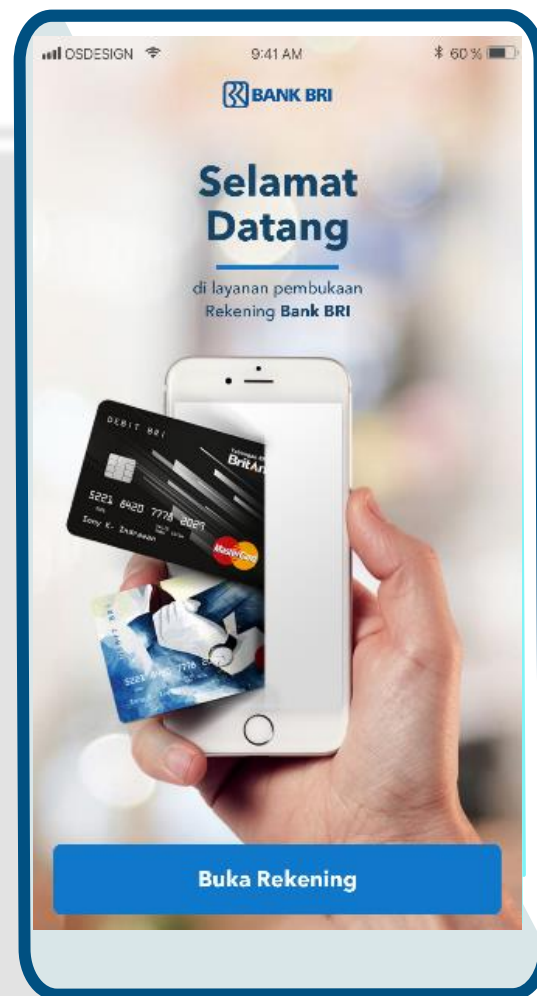
## Digital Saving

BRI presents digital lifestyle solution by introducing the BRI Digital Saving in 2020



The average saving amount keeps increasing each month.

**Rp 2.8 Million /account**  
As of Nov 2020



## BRI Digital Saving Advantages

- Easily accessed  
(Accessible through web browser)
- Easy to use & user friendly
- Quick approval process
- No outlet visit
- Bundled with internet banking and BRIMo

## Onboarding Platforms





# ENHANCING DIGITAL – Exploring New Source of Growth

## Digital Loan Products

\*Data as of December 2020

Total Digital Lending Disbursement

**Rp925.3 Billion**

traveloka  
**PayLater**

**Rp680.1 Bio** (Sales Vol)  
Rp342.2 Bio (OS)  
44,819 card users

**KECE**

Digital ultra micro loan

**Rp113.2 Bio** (disbursement)  
Rp 20.2 Bio (OS)  
36,810 borrowers

**ceria**

Cicil. Cepat. Ceria.

**Rp61.4 Bio** (Sales Vol)  
Rp21.2 Bio (OS)  
11,676 active users



**Pinang**

Powered by **BRIagro**

**Rp70.6 Bio** (disbursement)  
18,096 borrowers

**investree**

**Rp436.9 Bio** (disbursement)  
130 borrowers



Modal Rakyat

**Rp500 Mio** (disbursement)  
2 borrowers



**amartha**

**Rp1.2 Bio** (disbursement)  
304 borrowers

**Ride Hailing**



**Rp628 M**  
38 borrowers



**Rp397 Mio**  
25 borrowers



Shopee

**Rp1.1 Bio**  
50 borrowers



tokopedia

**Rp2.6 Bio**  
131 borrowers

**E-Commerce**

**P2P Lending**

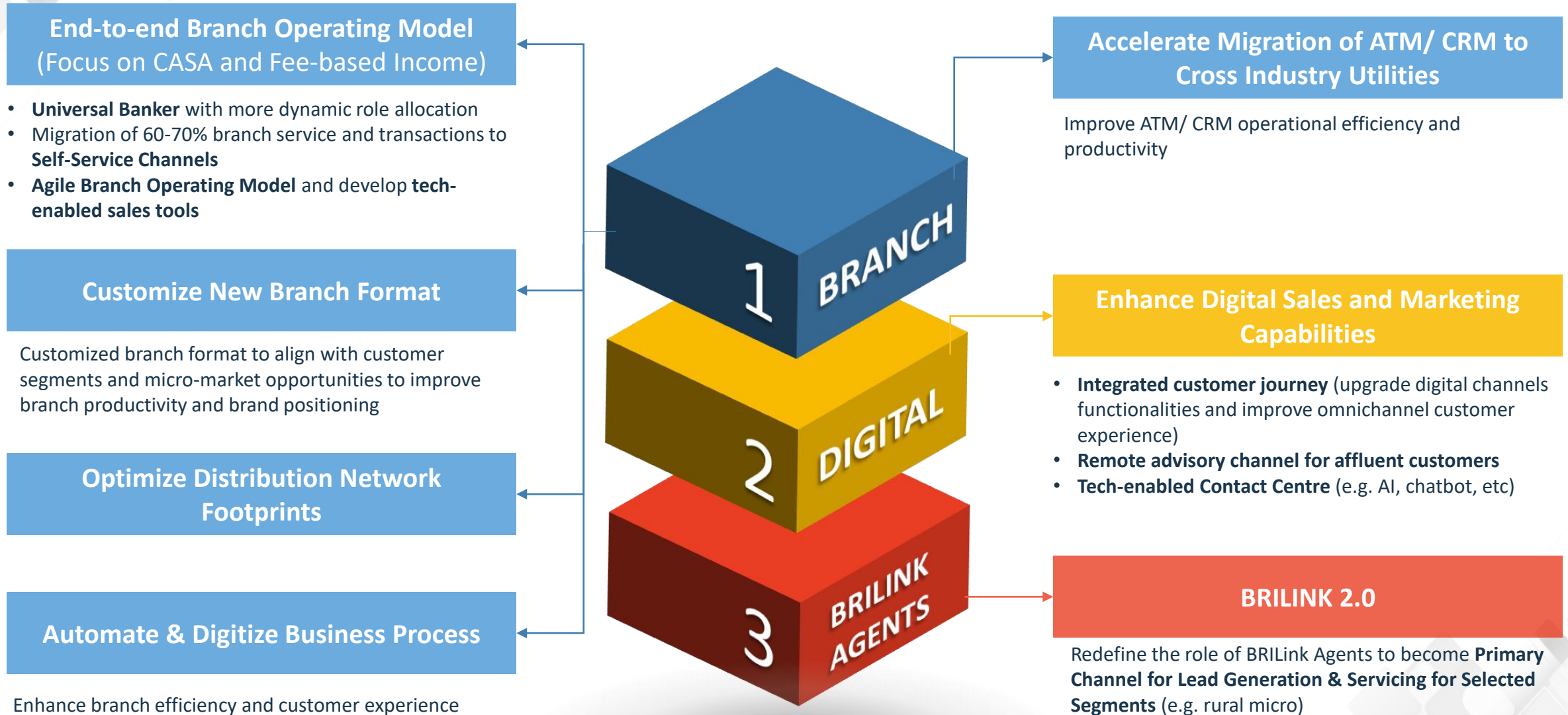
Partnership with Fintechs  
and Digital Start-Ups

\*Data as of December 2020

Total Disbursement

**Rp443.4 Billion**

# NETWORK TRANSFORMATION — Reinventing BRI Distribution Channels





## **BRI ESG INITIATIVES** (Environment, Social, and Governance)



We are committed to give optimal values to stakeholders by implementing a Sustainable Finance Framework in our banking activities

## Assets

- Financing sustainable projects, such as **Renewable Energy, Energy Efficiency, Pollution Control & Prevention, Biodiversity Conservation, Eco-Friendly Transportation, Green Building, etc.**
- Credit risk management policy on CPO

## Operations

- Paperless Operations
  - **BRI Digital Office**
  - **BRISPOT or Digital Loan Mobile Application**
- Green IT Infrastructure
- Reuse, Reduce, Recycle

## Liabilities

- ESG-linked Liability Products: **BRI Sustainability Bond 2019**
- Socially Responsible Liability Products with **Anti-Money Laundering and Counter-Terrorism Financing Policies**

## Human Capital

- Socially Responsible Human Capital Strategy with **Diversity and Equality Policies**
- **BRISMART (Eco-friendly E-Learning System)**



# SUPPORTING THE GOVERNMENT TO ACHIEVE SDGs



40% of BRI's total loans is contributed by Micro and Ultra Micro Loans, distributed to 11.7 million borrowers



BRI has disbursed loans to key sectors in the economy including Agriculture and Food Processing & Manufacturing



The BRI Peduli – Indonesia Sehat Program aims to improve the community's quality of life and its health (i.e. ambulance donation, free medical examinations, etc.)



The BRI Peduli – Indonesia Cerdas Program aims to improve the quality of human resources (i.e. scholarships, renovation of education infrastructures, etc.)



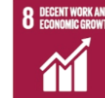
BRI has disbursed Subsidized Ultra Micro Loans (KUR Super Mikro), that is prioritized productive housewives.



BRI has disbursed loans to sustainable water and wastewater management projects.



BRI has disbursed loans to renewable energy projects.



The BRI micro loans has created jobs for micro business entrepreneurs



The BRILink system has created new sustainable business opportunities for BRI Micro Borrowers.



The Subsidized Micro Loan (KUR Mikro) has created jobs for micro start-ups entrepreneurs.



The BRI Sustainability Bond has provided access to affordable houses, financed the LRT Jakarta and the Green Building Projects



The BRI Digital Initiatives, such as BRISMART Digital Learning System, and BRISPOT Digital Loan System have helped reduce GHG emissions (less business travel)



BRI requires all CPO producer borrowers to have ISPO and/or RSPO certification.



The BRI Peduli – Indonesia Lestari Program aims to support the preservation of nature for a better life (i.e. planting mangrove seedlings, etc)

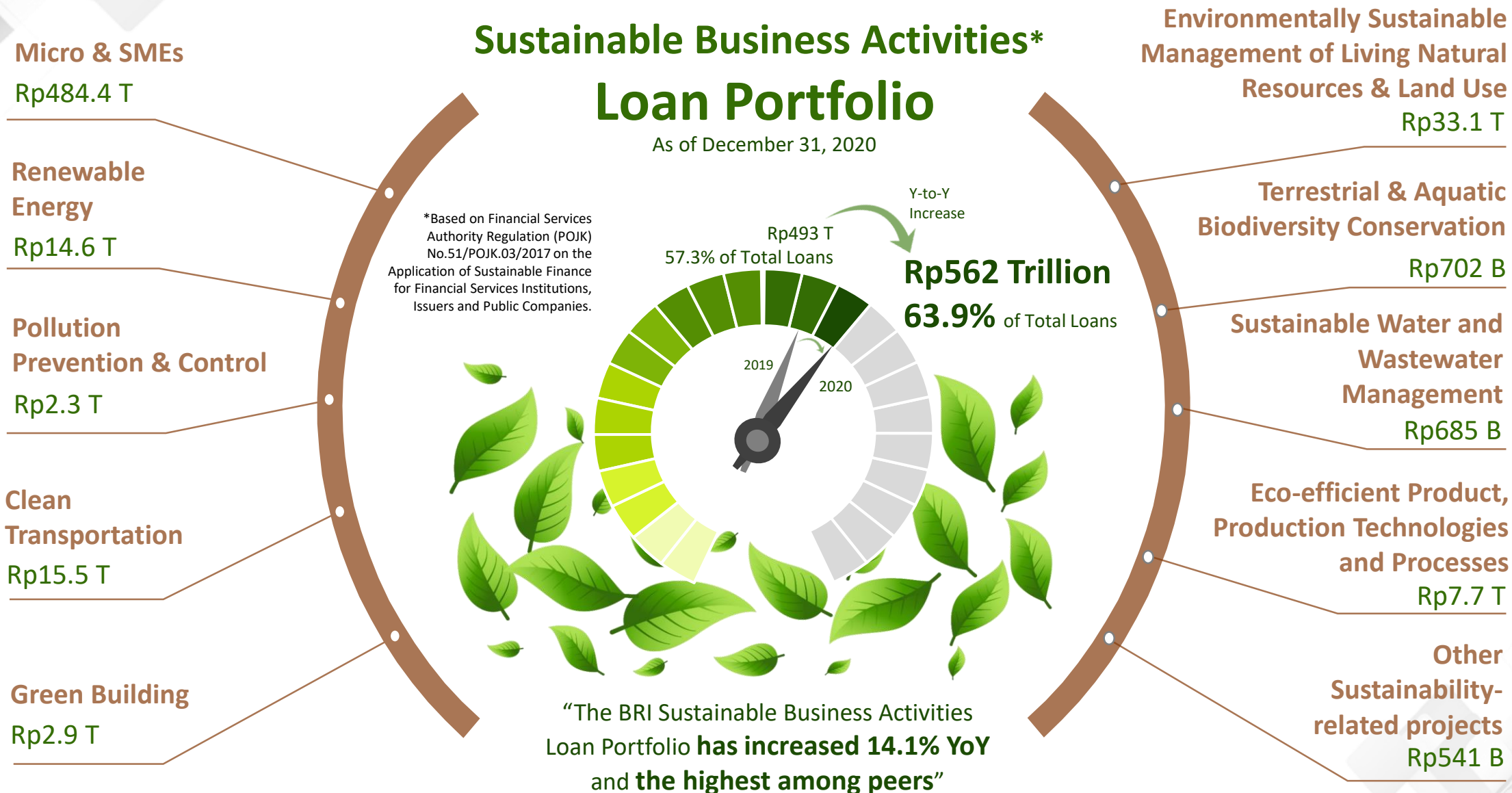


BRI has internal financial crime prevention policies and human rights policy. Every year all employees complete e-training to prevent bribery, corruption, etc.



BRI is the chairman of Indonesian Sustainable Finance Initiative (IKBI) that aims to support the government's effort in achieving the SDGs





## TRANSACTION HIGHLIGHT

- **Issue date:** 21 March 2019
- **Size:** \$500 Million
- **Maturity:** 5 years
- **Coupon:** 3.95%
- **Rating:** Baa2 by Moody's  
BBB- by Fitch



## FIRST SUSTAINABILITY BOND

in South East Asia  
in RegS Format



## SUSTAINALYTICS SECOND PARTY OPINION

"BRI's Sustainability  
Bond Framework is  
**credible and  
impactful**"

## PROCEEDS ALLOCATION

### BY PROJECT TYPE

- **84%** for Social Projects
- **16%** for Green Projects

- **43%:** Socioeconomic advancement and empowerment
- **41%:** Employee Generation
- **8%:** Green Buildings
- **7%:** Clean Transportation
- **1%:** Affordable Housing

### BY ELIGIBLE CATEGORY



## THE BOND SUPPORTS SDGs



- Decent Work and Economic Growth**
- Job creation supported by Micro Loans



- Reduced Inequality**
- Job creation by targeting micro start-ups entrepreneurs



- Sustainable Cities and Communities**
- Access to affordable houses
  - LRT Jakarta Project
  - Green Building Project

## SUSTAINABLE FINANCE AWARD



As part of the BRI Sustainable Finance Action Plan, all employees across the Bank should implement sustainable-finance-related activities in their own business/banking units.

**BRI Sustainable Finance Award** is given to the most innovative employees who are able **to create and implement effective sustainable-finance-related activities**.

## GOVERNANCE, RISK AND COMPLIANCE CULTURE CARNIVAL



**The BRI Governance, Risk and Compliance Culture Carnival** is part of the ongoing BRI Culture Transformation.

This virtual event is aimed to increase employees' awareness of banking risk and compliance management that includes **Anti-bribery, Anti-corruption and Anti-Fraud Policy, BRI Whistle Blower System management, and Digital & Cyber Risk Management**.

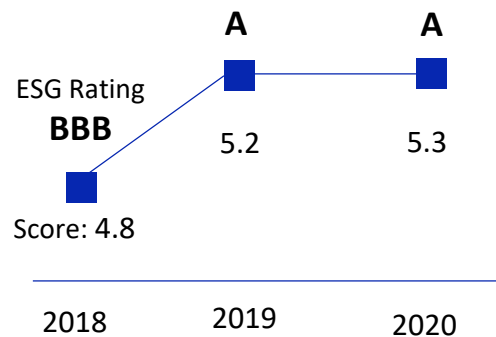
## E-LEARNING ON ESG THROUGH **BRISMART**



To increase awareness of ESG Issues and Risks among employees, **BRI provides e-learning through BRISMART learning system** that include the following learning materials:

- Sustainable Finance
- Anti-Fraud Awareness
- Anti-Bribery
- Anti-Money Laundering and Fight against Terrorism Funding
- Information Technology Governance, Data Privacy and Security

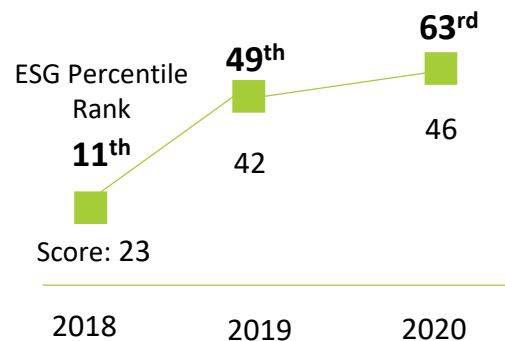
## MSCI



Updated on August 25, 2020

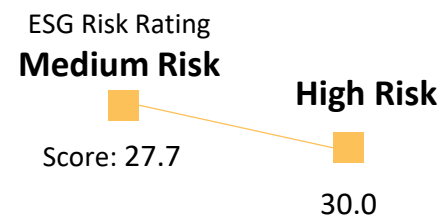
## SAM

Now a Part of S&P Global



Updated in November 2020

## SUSTAINALYTICS



Updated in November 2020

## SUSBA



Updated on January 25, 2021

## ASEAN CORPORATE GOVERNANCE

OVERALL SCORE **110.2**

Increased from 93.08 in 2019

**Top 3 Public Listed Company** in Indonesia with Top Score above 97

Updated in 2020

## CORPORATE GOVERNANCE PERCEPTION INDEX CGPI

CGPI SCORE **91.75**

Increased from 90.75 in 2018

Updated in 2019



KEHATI

SRI-KEHATI Index is the Sustainable and Responsible Investment (SRI) Biodiversity index that uses the principles of ESG

**BRI has been Listed in The SRI-KEHATI Index** since its inception 2009

## ESG AWARDS 2020

BRI was the winner of 14 categories in ESG Awards 2020,  
organized by Beritasatu Media Holdings  
in cooperation with Bumi Global Karbon Foundation

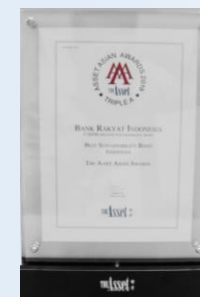


## ASIA SUSTAINABILITY REPORTING RATING (ASRRAT) AWARDS 2020



This award reflects the quality of  
BRI's Sustainability Report  
based on Global Reporting Initiatives (GRI) Standards

## THE ASSET ASIAN AWARDS



**"BEST ISSUER FOR  
SUSTAINABLE FINANCE"  
INDONESIA**










**"BEST  
SUSTAINABILITY BOND"  
INDONESIA**



# SUBSIDIARIES



## SUBSIDIARIES — Shares >50% and as a controller stake

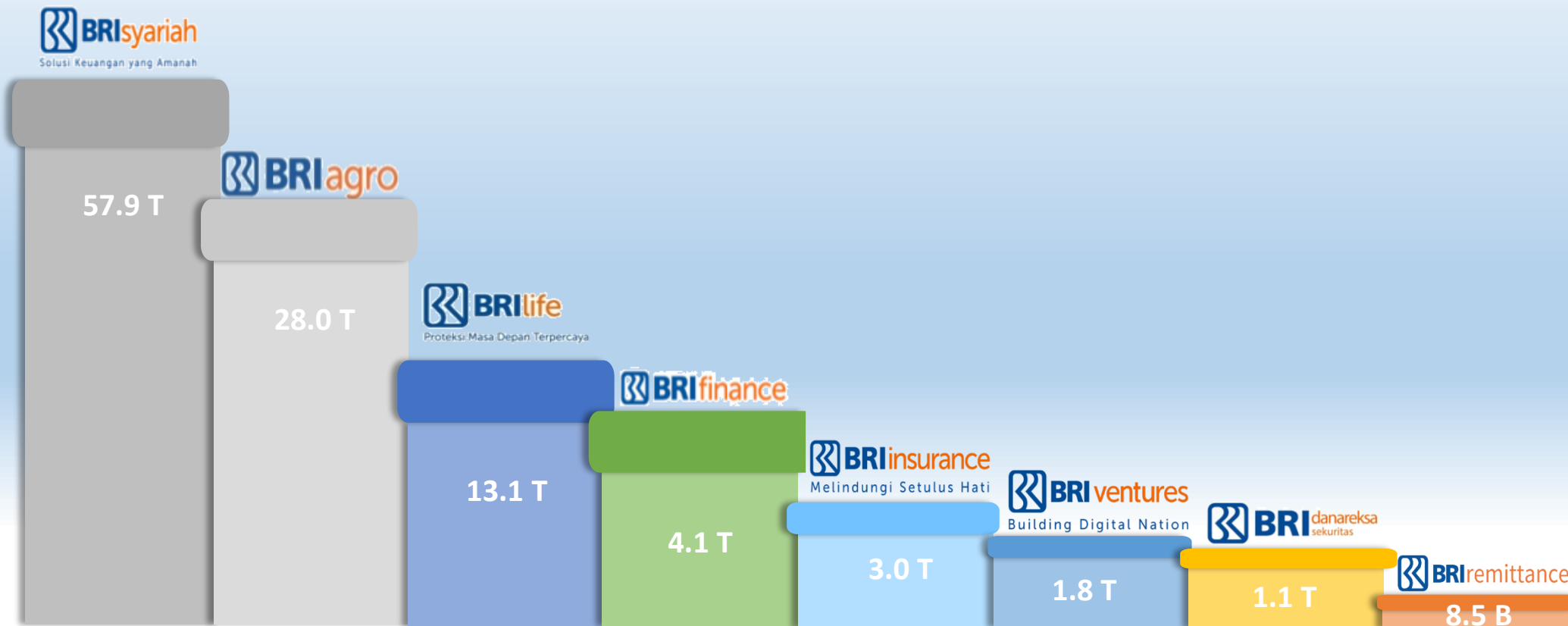
	<p>To be the leading sharia bank in Indonesia by focusing on consumer and SME segment</p>	<p>Go Public 2018</p> <p><b>71.64%</b></p> <p>Shares Ownership</p>		<p>To be a strong financial services company by connecting business between Indonesia and Hong Kong</p>	<p><b>100%</b></p> <p>Shares Ownership</p>
	<p>To provide financial solution in agribusiness in Indonesia by building a digital platform for agriculture ecosystem</p>	<p>Go Public 2003</p> <p><b>87.10%</b></p> <p>Shares Ownership</p>		<p>Become one of the most valuable securities house in Indonesia</p>	<p><b>67.00%</b></p> <p>Shares Ownership</p>
	<p>To be the top 5 Player Based on Market Share GWP in 2023</p>	<p><b>91.00%</b></p> <p>Shares Ownership</p>		<p>To be the leading Venture Capital in financial technology and beyond</p>	<p><b>99.97%</b></p> <p>Shares Ownership</p>
	<p>Enter the multifinance with asset above Rp 10 Trillion with focus on consumer financing</p>	<p><b>99.88%</b></p> <p>Shares Ownership</p>		<p>To be the top 5 general insurance in Indonesia in 2024 by focusing on micro, applying advanced digital tech, and customer centric</p>	<p><b>90.00%</b></p> <p>Shares Ownership</p>

## ASSOCIATED ENTITIES — Shares <50%

	<p>To be a leading venture capital company in Indonesia by focusing on SME and Ultra Micro</p>	<p>Majority: PBUI</p> <p><b>35.00%</b></p> <p>Shares Ownership</p>		<p>To be the top 5 AUM in mutual funds by providing the best mutual funds as financial solutions</p>	<p>Majority: Danareksa</p> <p><b>35.00%</b></p> <p>Shares Ownership</p>
---	--	--	---	--	---



Subsidiaries's Total Asset Rp 109.1 T





## KEY TAKEAWAYS

- 1 Manageable Covid-19 impact
- 2 Re-sharpening & Re-focusing BRIVolution 1.0 into BRIVolution 2.0
- 3 Well-managed Covid-19 loan restructured risk with declining outstanding
- 4 Increasing Micro & SME Loan Composition
- 5 Increasing NIM supported by recovering loan disbursement and lowering COF
- 6 Adequate provision provides cushion to anticipate Covid-19 impact
- 7 Strong capital to support future expansion and dividend payment



# GUIDANCE 2021

<b>Loan Growth</b>	<b>:</b>	<b>6% - 7%</b>
<b>LDR</b>	<b>:</b>	<b>±85%</b>
<b>NIM</b>	<b>:</b>	<b>±6.3%</b>
<b>Fee Income Growth</b>	<b>:</b>	<b>±8%</b>
<b>OPEX Growth</b>	<b>:</b>	<b>±8%</b>
<b>NPL</b>	<b>:</b>	<b>±3%</b>
<b>Credit Cost</b>	<b>:</b>	<b>±3.1%</b>



**OTHERS**

# BOARD OF COMMISSIONERS



**Kartika Wirjoatmodjo**

President Commissioner



**Ari Kuncoro**

Vice President  
Commissioner/Independent  
Commissioner



**Nicolaus Teguh Budi  
Harjanto**

Commissioner



**Hadiyanto**

Commissioner



**Rabin Indrajad Hattari**

Commissioner



**Zulnihar Usman\***

Independent  
Commissioner



**R. Widyo Pramono\***

Independent  
Commissioner



**Hendrikus Ivo**

Independent  
Commissioner



**Rofikoh Rokhim**

Independent  
Commissioner



**Dwi Ria Latifa**

Independent  
Commissioner



# BOARD OF MANAGEMENT



*\*Effective after OJK's approval on the Fit & Proper Test in accordance with the prevailing regulations*



**Best of The Best Company 2020 –  
FORBES INDONESIA**



**Best in Country Indonesia 2019 –  
IR MAGAZINE SOUTH EAST ASIA**



**TOP CSR AWARDS 2020**



**The Best Bank in supporting MSME  
for Bank In Category BUKU 3 & 4 2020  
– BANK INDONESIA**



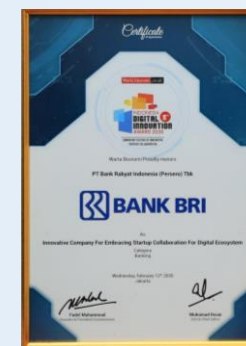
**Best Overall SOE  
Best SOE for Organizational Transformation –  
ANUGERAH BUMN (SOE AWARD) 2020**



**The Best CEO  
in Banking Transformation–  
CNBC INDONESIA AWARD 2020**



**The Most Resilient BUMN (SOE) 2020 –  
TOP BUMN AWARD 2020  
SURVIVE IN CRISIS**



**Innovative Company For Embracing  
Startup Collaboration For Digital  
Ecosystem–  
INDONESIA DIGITAL INNOVATION  
AWARD 2020**

# THE MOST EXTENSIVE AND LARGEST NETWORKS

Branchless Network	2016	2017	2018	2019	2020	YoY
Brilink Agents	84,550	279,750	401,550	422,160	504,233	82,073



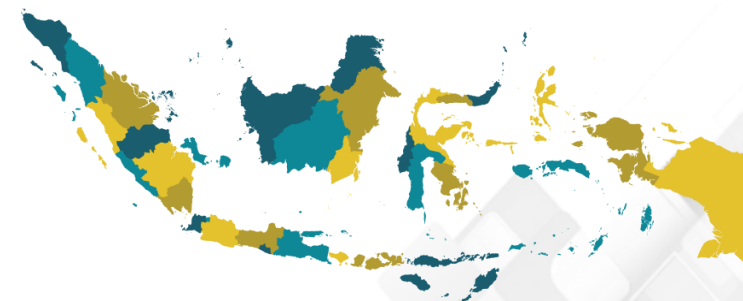
Branch Network	2016	2017	2018	2019	2020	YoY
Head Office	1	1	1	1	1	-
Regional Offices	19	19	19	19	19	-
Branches	467	468	468	467	462	(5)
Sub Branches	609	610	609	611	608	(3)
BRI Units	5,380	5,382	5,381	5,382	5,382	-
Cash Offices	984	992	964	952	890	(62)
Teras BRI	2,545	2,536	2,069	2,049	1,986	(63)
Teras Mobile	638	638	136	137	136	(1)
Payment Point	35	38	50	54	54	-
<b>Total</b>	<b>10,678</b>	<b>10,684</b>	<b>9,697</b>	<b>9,672</b>	<b>9,538</b>	<b>(134)</b>

E-channel	2016	2017	2018	2019	2020	YoY
ATM	24,292	24,684	22,684	19,184	16,880	(2,304)
EDC	257,712	302,921	284,425	204,386	184,580	(19,806)
CRM	1,392	1,992	2,609	3,809	5,809	2,000
e-Buzz	57	57	57	57	57	-
<b>Total</b>	<b>283,453</b>	<b>329,654</b>	<b>309,775</b>	<b>227,436</b>	<b>207,326</b>	<b>(20,110)</b>



## REGIONAL OFFICES DISTRIBUTION

- Jakarta 1, 2, 3
- Bandung
- Surabaya
- Malang
- Yogyakarta
- Semarang
- Denpasar
- Makassar
- Manado
- Jayapura
- Banjarmasin
- Banda Aceh
- Medan
- Pekanbaru
- Padang
- Palembang
- Bandar Lampung



\*Total branches and sub branches are including 4 overseas offices and 3 overseas sub branches



# CREDIT RATINGS

## International & Domestic Ratings

### FitchRatings

- Long Term Foreign Currency IDR : **BBB-, Stable Outlook**
- Short Term Foreign Currency IDR : **F3**
- Support Rating Floor : **BBB-**
- Support Rating : **2**
- Viability Rating : **BB-**
- National Long-Term Rating : **AA+ (idn), Stable Outlook**
- Rupiah Subordinated Debt : **A+ (idn)**
- Senior Unsecured Notes : **BBB-**

### MOODY'S

- Outlook : **Stable**
- Bank Deposit : **Baa2/P-2**
- Baseline Credit Assessment : **baa2**
- Adjusted Baseline Credit Assessment : **baa2**
- Counterparty Risk Assessment : **Baa1(cr)/P-2(cr)**

### S&P Global Ratings

- Outlook : **Negative**
- Issuer Credit Rating : **BBB-**
- Stand-Alone Credit Profile (SACP) : **bbb-**

Baa2 or BBB

2018

BAA3 or BBB-  
(Investment Grade)

2011

2012

2019

Ba2 or BB+

2010

2014

2018

2020



Japan Credit Rating Agency, Ltd.

- Long Term Foreign Currency : **BBB**
- Outlook : **Stable**
- Long Term Local Currency : **BBB+**
- Outlook : **Stable**



PEFINDO  
CREDIT RATING AGENCY

National Rating

: **id AAA,  
Stable Outlook**

# STOCK PERFORMANCE

600

**BRI**  
**All Time High**  
(20 Jan 2021)

**Mcap Rp603 T**  
**Price Rp4,890**

**IPO**  
**Mcap Rp11.5 T**  
**Price Rp87.5**  
**BV Rp 8.5 T**

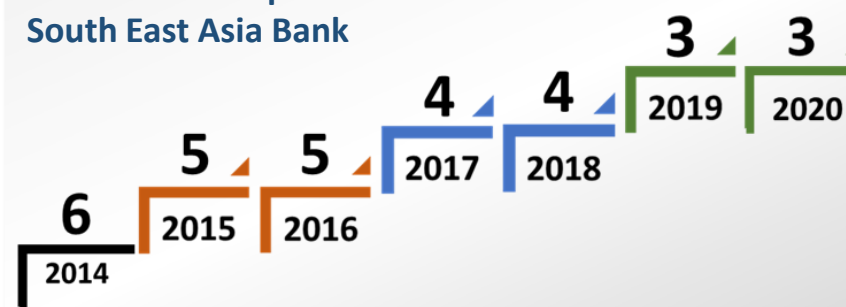
**2020 BV**  
**Rp199.9 T**

	2003	2005	2007	2009	2011	2013	2015	2017	2019
<b>DPS →</b>		Rp15,62	Rp19,63	Rp17,78	Rp24,46	Rp51,47	Rp62,33	Rp106,75	Rp168,2
<b>DPO →</b>		50%	50%	30%	20%	30%	30%	45%	60%

## Shareholders Composition

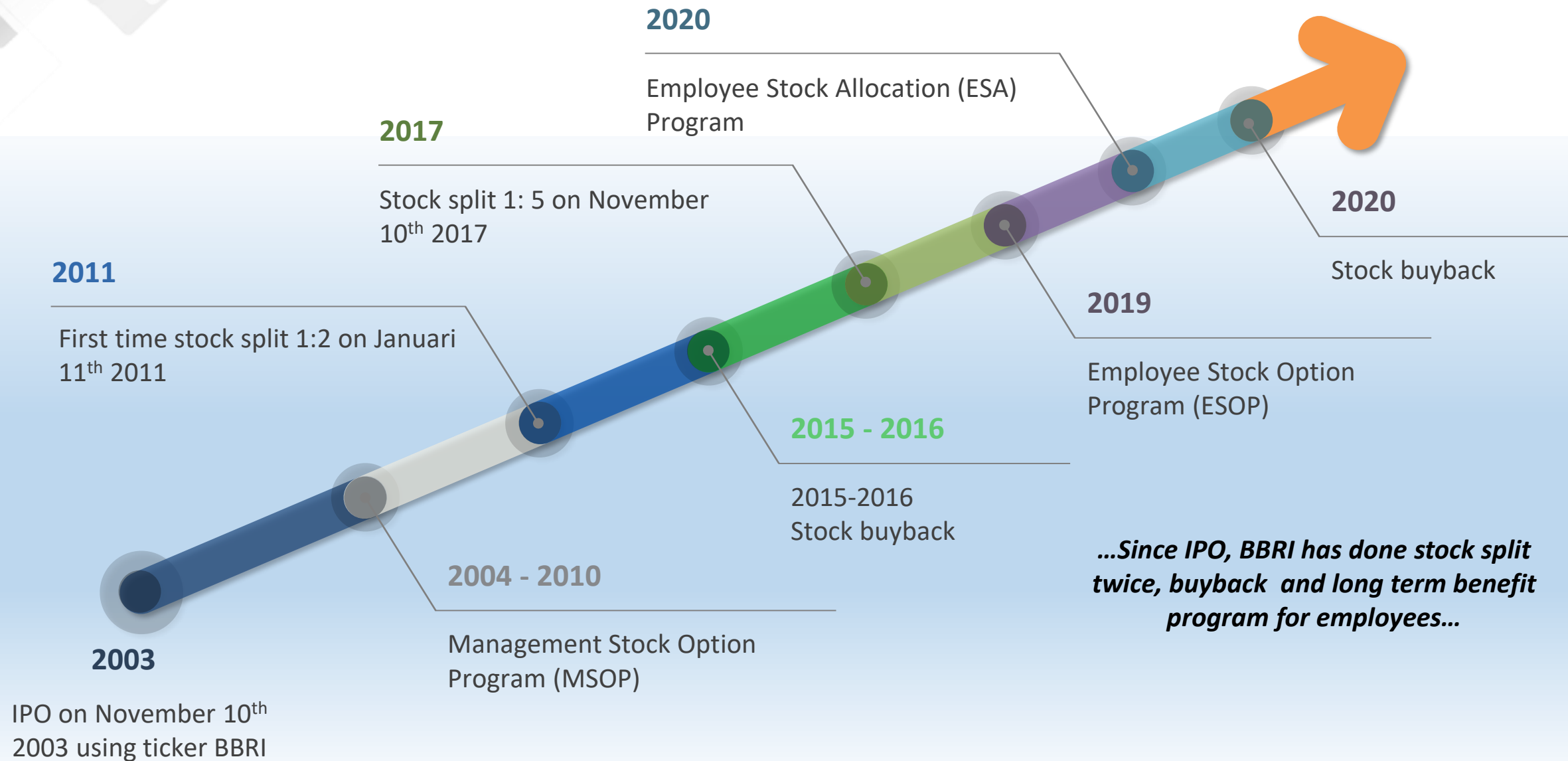
Shareholder	2003	2014	2015	2016	2017	2018	2019	2020
<b>Government</b>	59,50%	56,75%	56,75%	56,75%	56,75%	56,75%	56,75%	56,75%
<b>Public</b>	40,50%	43,25%	43,25%	43,25%	43,25%	43,25%	43,25%	43,25%
Foreign *)	79,06%	82,49%	78,12%	80,12%	84,33%	79,48%	80,68%	77,39%
Domestic *)	20,90%	17,51%	21,88%	19,88%	15,67%	20,52%	19,31%	22,61%

## BBRI Market Cap Rank in South East Asia Bank





# BBRI OVER THE YEARS – Stock-Related Corporate Action





## PT BANK RAKYAT INDONESIA (Persero) Tbk.

Investor Relations

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