

9M'2020 – Financial Update Presentation

PT BANK RAKYAT INDONESIA (PERSERO) Tbk.



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2020 has certainly been a year full of uncertainties and challenges. At this point, however, we start to see light at the end of the tunnel as recovery shows its signs. Although the ongoing Covid-19 pandemic still gives pressures on the economy, the signs of recovery have begun to appear as the country's economic growth in the third quarter of 2020 improved to minus 3.49% from minus 5.32% in the previous quarter. The economic activities have also gradually started to resume as Large-Scale Social Restriction policy has been lifted in most regions. The government and financial system regulators have been working hard to give a boost to the economic recovery by accelerating government spending and implementing accommodative policies.

In response to the government stimulus to reduce the economic impacts of the pandemic, since the early days of the crisis, BRI has been actively supporting our MSME customers to weather the storm through pro-active and massive loan restructuring and other stimulus that are included in the Government's Economic Recovery Program (ERP). The implementation of ERP has given positive impacts, not only for the borrowers, but also for BRI itself. First, the government placement and MSME loan guarantees have accelerated loan expansion with manageable credit risks. Second, the interest subsidy has helped borrowers manage their cash flow as well as their loan quality. Third, the micro business productive assistance and KUR Super Micro have accelerated the ultra-micro segment penetration. All those BRI strategies has helped raise loan demand that supports economic recovery.

Our focus and strategy during pandemic has resulted in the signs of recovery at BRI level. The loan restructuring trend has flattened, on the other hand, the loan disbursement in MSME segment shows an increasing trend, leading our operating profit to bottom out. BRI's digital products and initiatives have been performing well, reflected from our strong fee-based income growth. On top of that, our strong capital condition will be able to absorb potential risks coming from recent business challenges.

To anticipate more challenges and opportunities further ahead, we are currently formulating the BRIvolution 2.0 to sharpen and strengthen our transformation strategy. Going forward, BRI firmly holds our aspiration in growing MSME business in Indonesia through "Go Smaller, Go Shorter, and Go Faster" supported by continuous digital innovations.

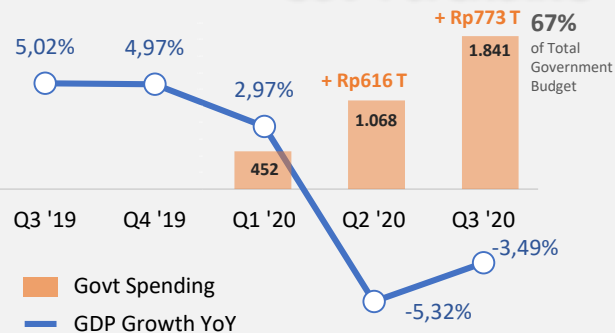
Sunarso, CEO BRI



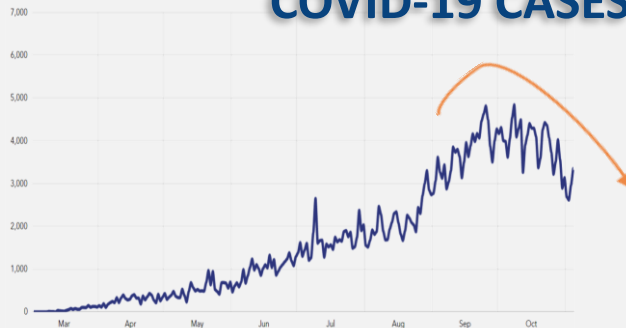


LIGHT AT THE END OF THE TUNNEL

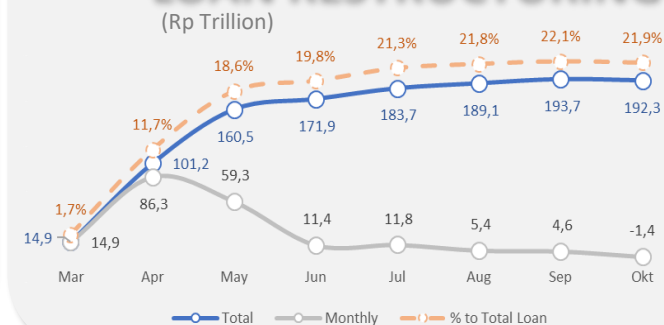
IMPROVED GDP GROWTH ACCELERATED GOV'T SPENDING



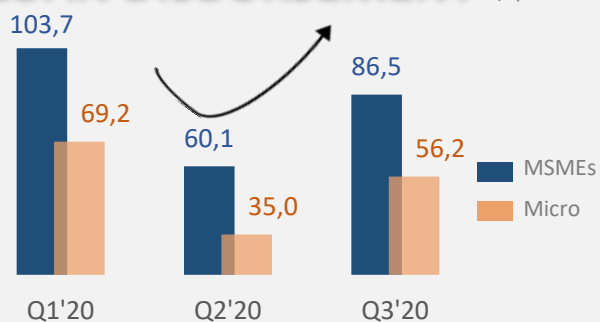
SLOWING-DOWN TREND OF COVID-19 CASES



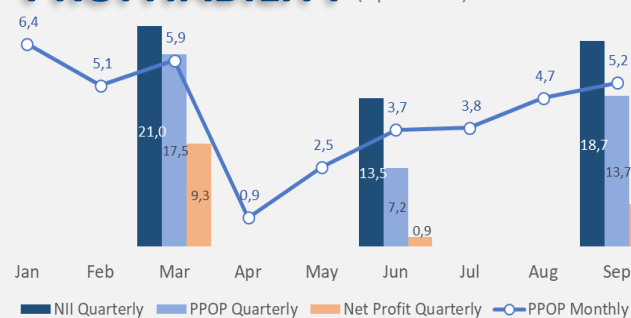
FLATTENED TREND OF LOAN RESTRUCTURING



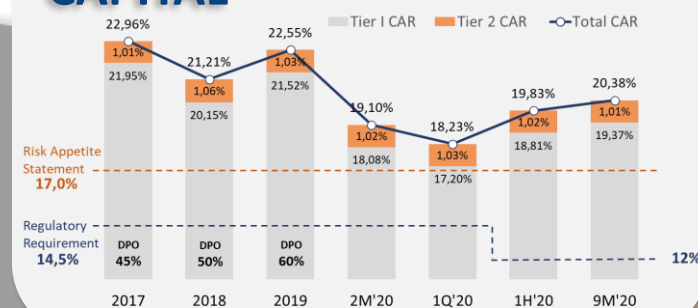
RECOVERING TREND OF LOAN DISBURSEMENT



BOTTOMED OUT PROFITABILITY



STRONG CAPITAL





9M'20 PERFORMANCE HIGHLIGHT

Macro, Regulatory policies, and Covid-19 Cases

- Government accelerates spending to spur the economy, but budget deficit is still within the range
- BI cuts BI7DRR another 25bps to 4%, continues its accommodative macro prudential policy
- OJK lengthened loan restructuring relaxation policy to support business recovery and banks risk management
- Slowing down new covid-19 positive cases with higher recovery rate

BBRI Performance

- ERP implementation in BRI gives positive impacts not only for borrowers but also for BRI – manageable credit risk, secured interest income, source of CASA, and ultra micro penetration
- Flattening covid-19 restructured loan trend with manageable loan quality
- Loan disbursement is picking up in Micro (KUR & KUR Super Micro) & Small Commercial (KMK Tangguh - a govt guaranteed loan) segment, supports higher interest income/better margin, lower credit cost as well as more efficient capital use
- Micro composition increases to 37,5% in 9M20 from 35,5% in 9M19, in line with BRI's strategy reaching micro composition to 40% in 2022.

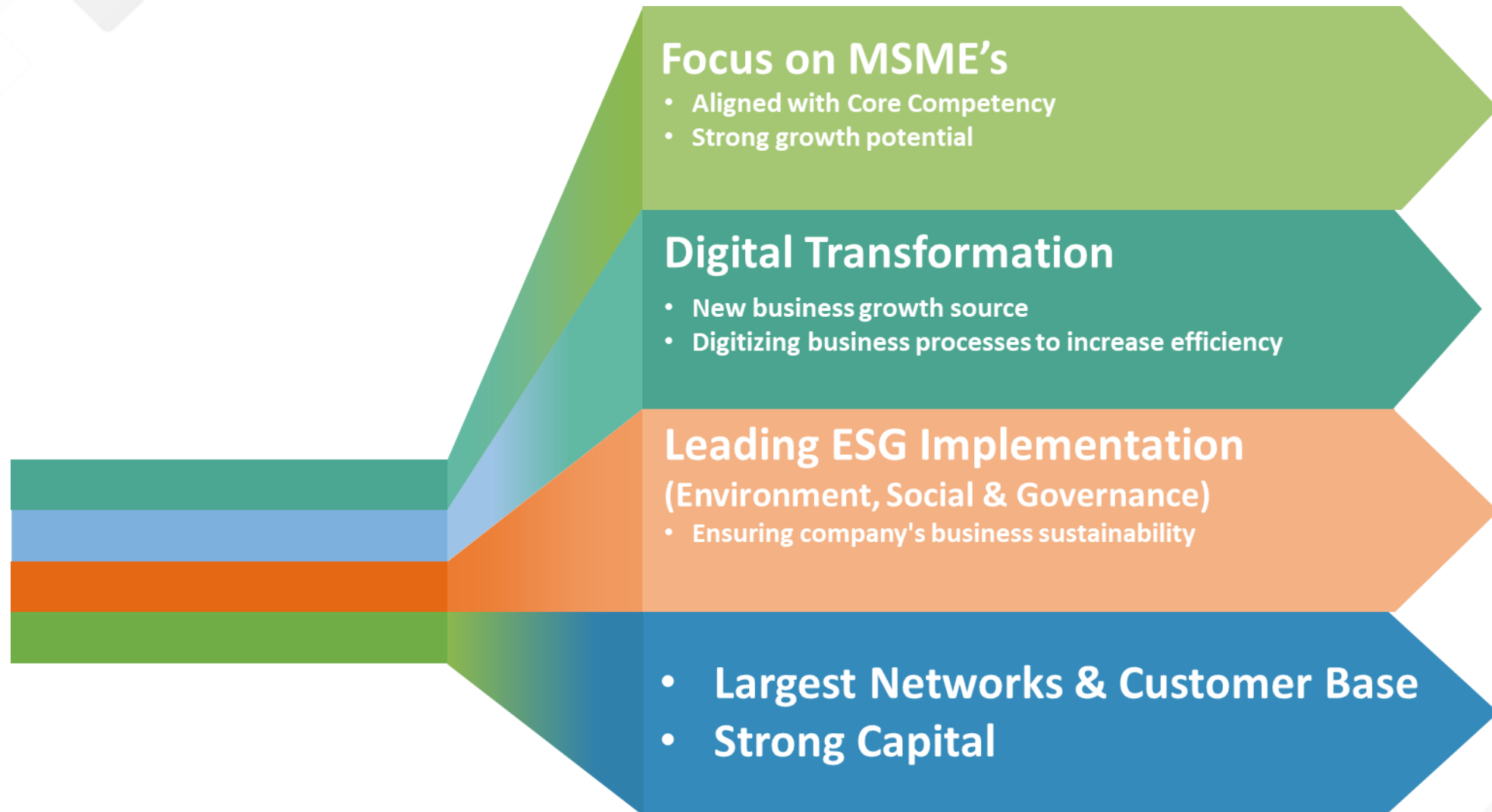
- Manageable liquidity, providing more room for further lower COF
- Margin (NIM) has bottomed out supported by flattening restructured loan trend, peaking up loan disbursement in micro & small as well as lowering COF
- Strong Fees & Other Operating Income Growth driven by:
 - Strong Fee Income growth supported by e-banking & e-channel transactions (include BRILink)
 - Strong Treasury Income growth
 - Moderate Recovery Income
- Increasing quarterly PPOP trend, supported by increasing trend of NII and Other Operating Income
- More manageable credit cost due to more manageable asset quality & lengthened restructuring policy provides an ample provisioning
- Strong capital condition provides room to higher DPO
- Sharpening strategy and transformation (BRIVolution 2.0) is underway, getting ready for new business environment



INVESTMENT PROPOSITION



WHY INVEST IN BRI?





WHERE WE ARE **NOW** AND WHAT WE HAVE DONE SO FAR

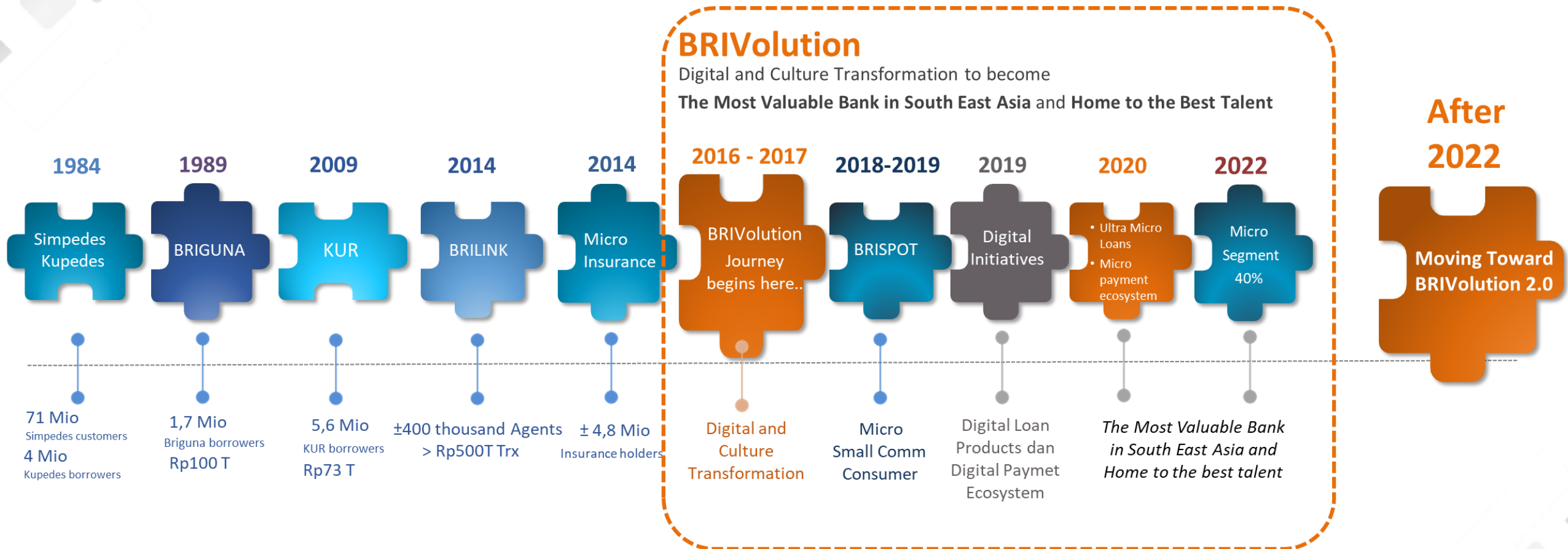
- Focus on MSMEs segment
- Focus expansion on lower risk & better yield loan scheme
- Accelerate digitalization

WHERE WE ARE GOING TO DO **NEXT**

- Sharpen the BRIVolution
- Keep focusing on MSMEs segment, especially on the Ultra Micro
- More advanced in digitalization

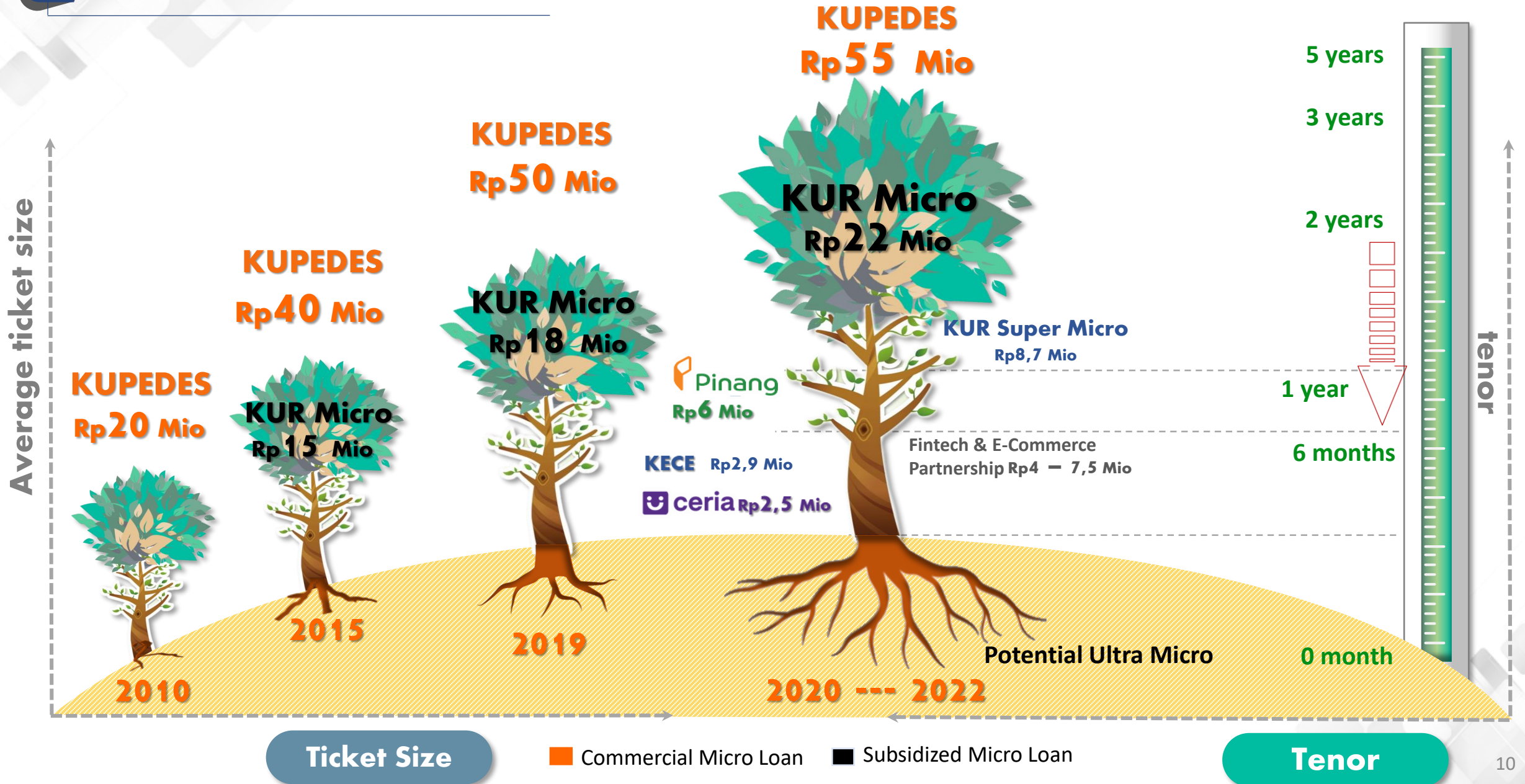


KEEP INNOVATING FOR BUSINESS SUSTAINABILITY





COMMITTED TO GROW MSME – Go Smaller, Go shorter, Go Faster



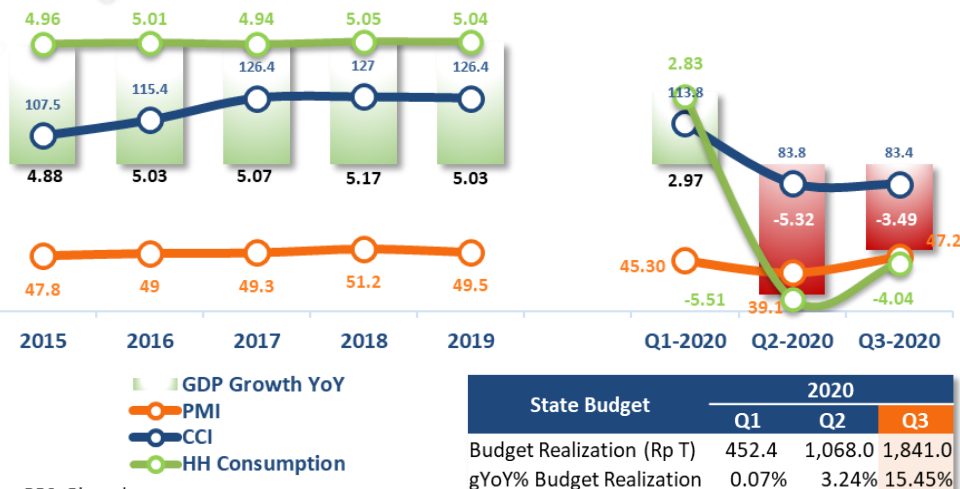


MACRO ECONOMY & BANKING INDUSTRY



MACRO ECONOMY – Signs of Recovery

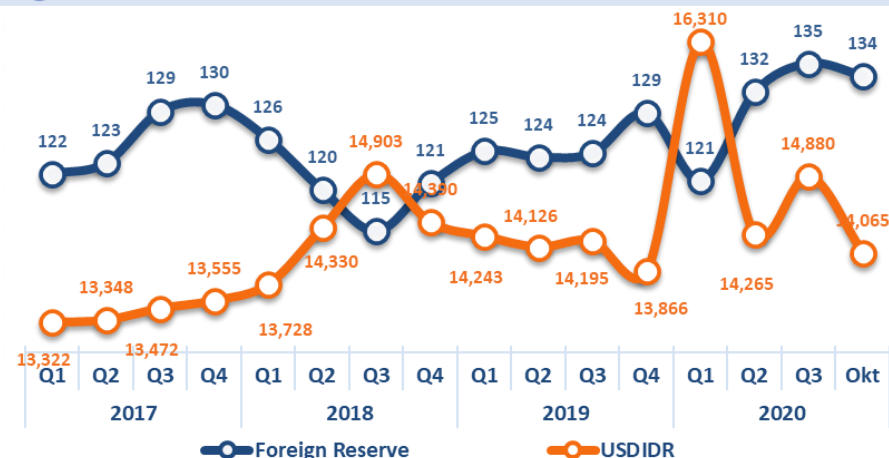
GDP & Household Consumption



Source: BPS, Bloomberg

GDP, PMI, and Consumer Confidence show early recovery

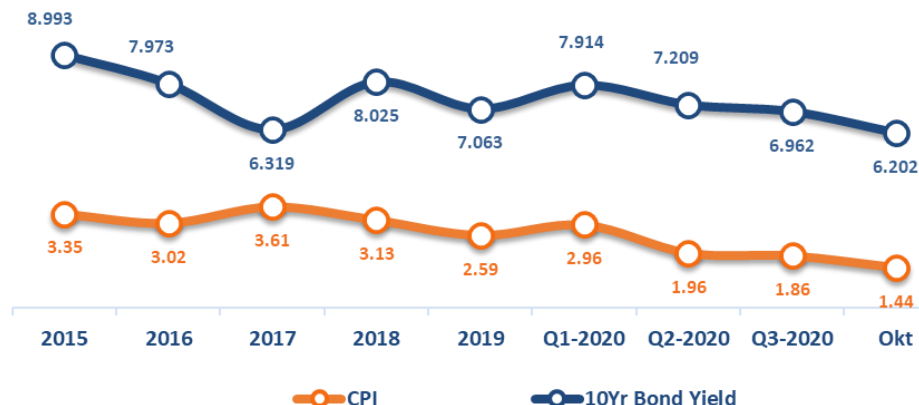
Exchange Rate & Reserves



Source: BPS, BI and Bloomberg

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

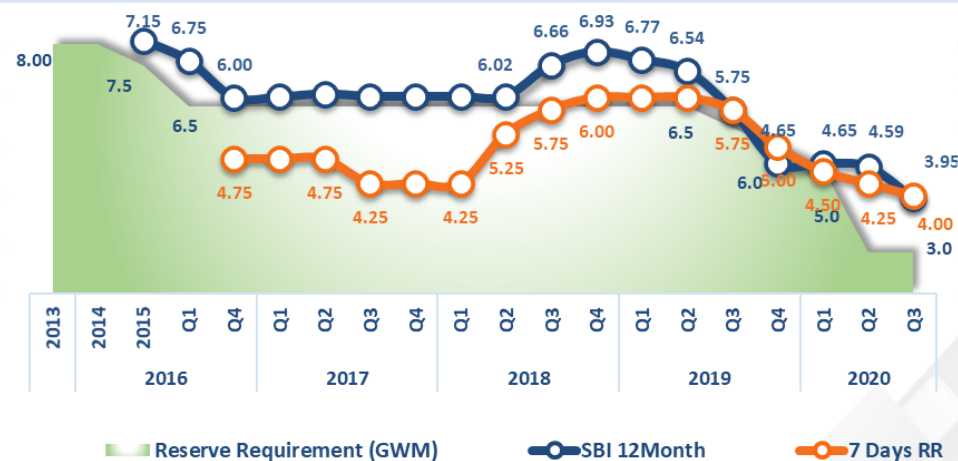
Attractive Yield



Source: Bloomberg and BPS

Manageable level of inflation provides attractive real yield

Accommodative Monetary Policy



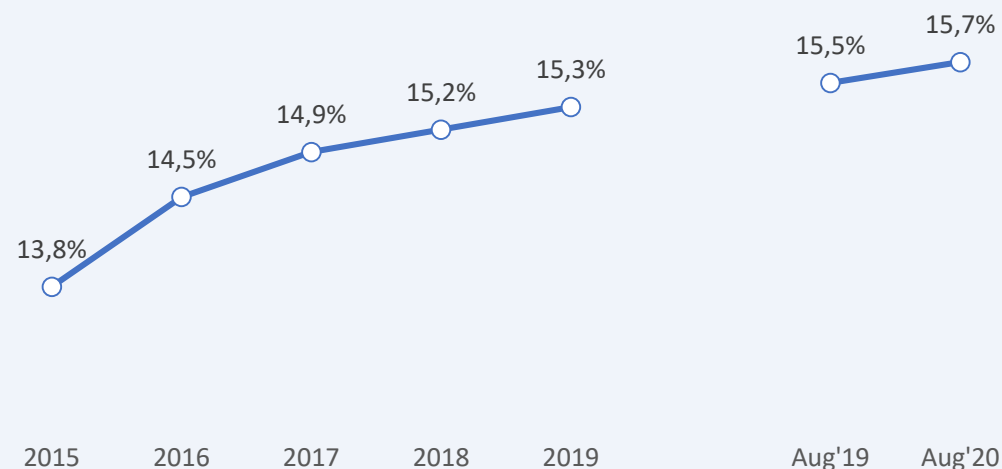
More accommodative policy to ensure sufficient liquidity in markets



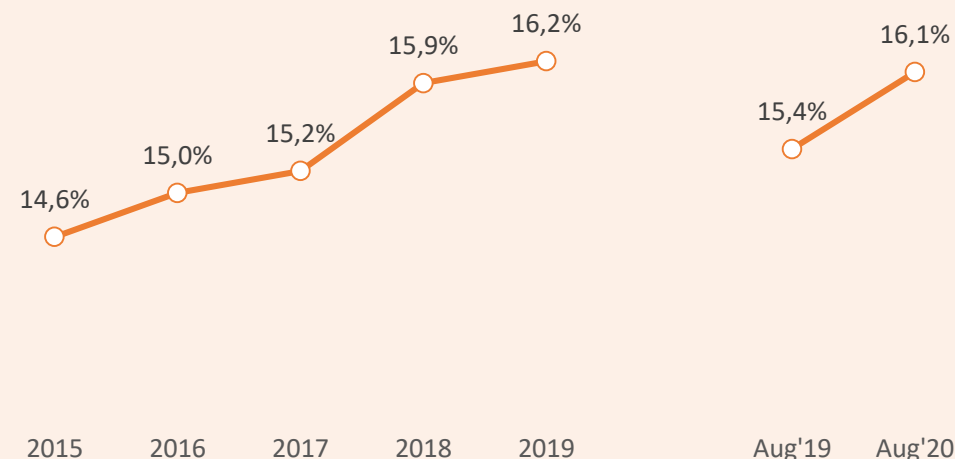
BRI vs INDUSTRY – Increasing Market Share

Market Share

LOAN



DEPOSIT



August 2020

	BRI	Industry
Loan Growth	3,3%	1,0%
Deposit Growth	17,2%	11,6%

NIM

BRI	Industry
5,68%	4,43%

NPL

BRI	Industry
2,78%	3,22%

LDR

BRI	Industry
83,06%	85,38%

CAR

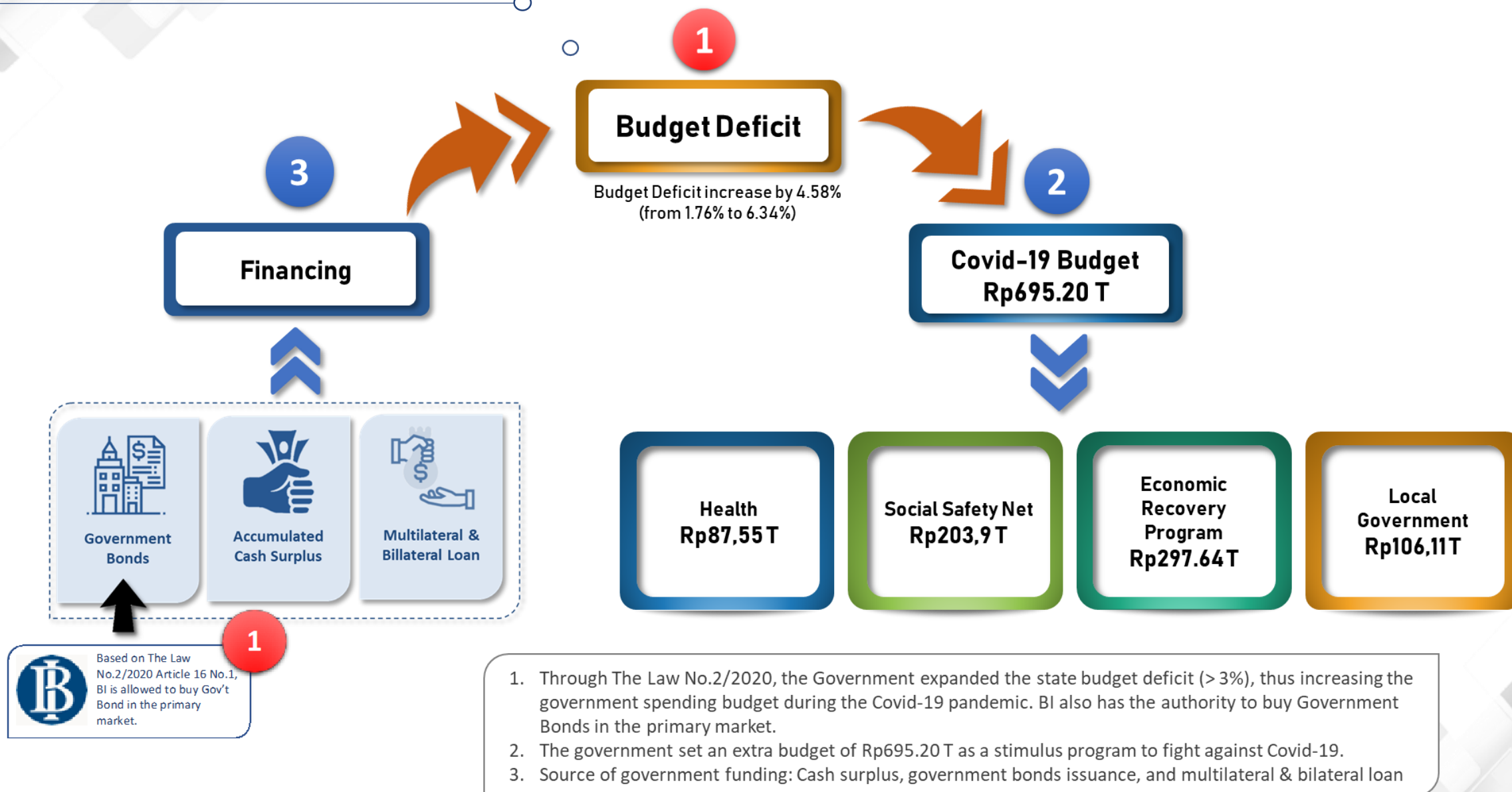
BRI	Industry
20,25%	23,50%



ECONOMIC RECOVERY PROGRAM (ERP)



GOVERNMENT STIMULUS DURING PANDEMIC





SUPPORTING REGULATORY POLICIES DURING PANDEMIC

- **Quantitative Easing :**
 - Bond Purchasing
 - Term Repo
 - RR Cut / RIM RR Waive
 - SWAP
- **Policy Rate Cut**



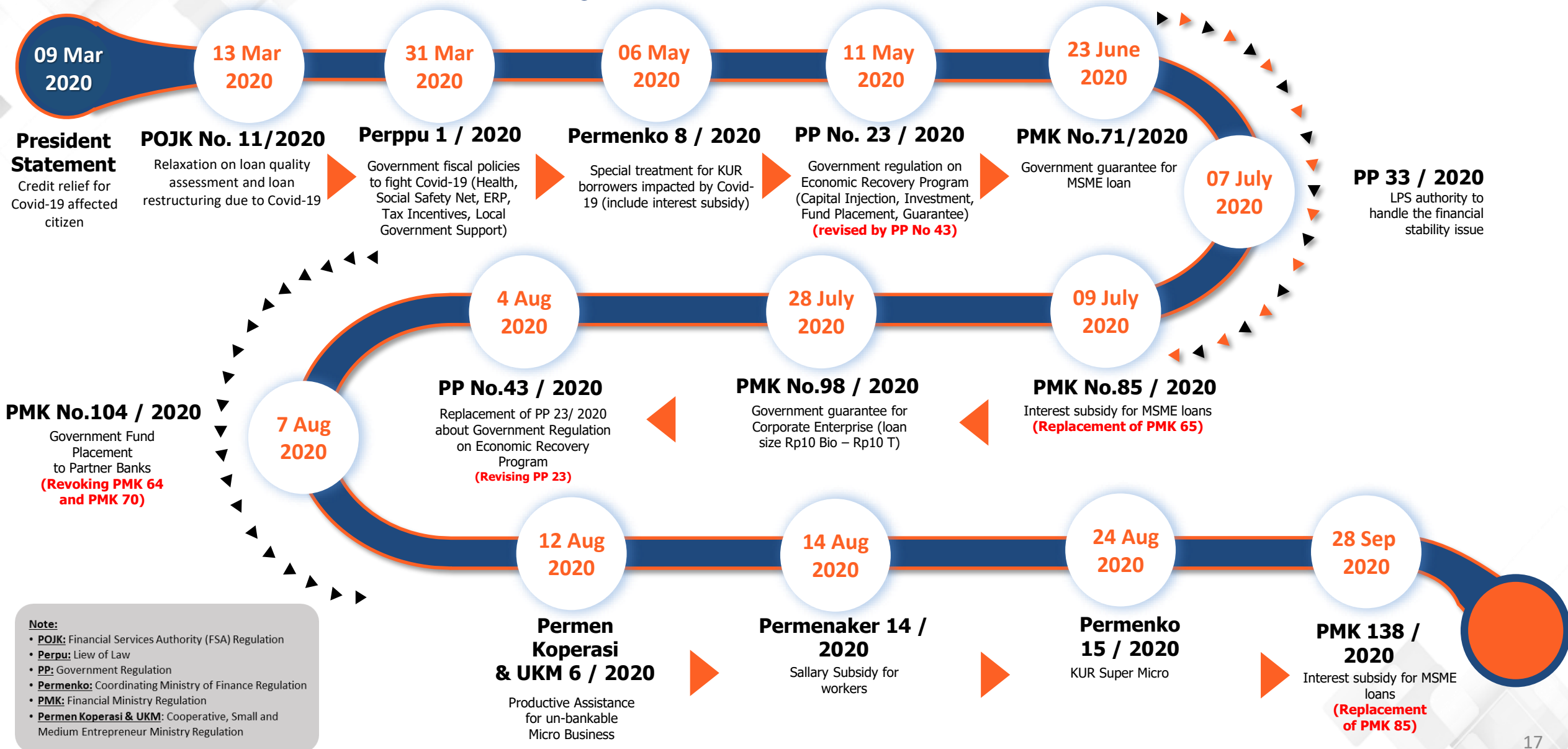
Extension on Banking Policy Relaxation (Temporary During Covid-19 Pandemic)

- Relaxation on loan quality assessment (1 pillar)
- Relaxation on loan restructuring for borrowers affected by Covid-19
- Removal of Covid-19 restructured loan from LAR calculation in bank soundness assessment
- Removal of Capital Conservation Buffer (CCB) from minimum CAR requirement
- Relaxation on LCR and NSFR minimum level to 85%

- **Extra Budget for Covid-19 (Rp695.20 T)**
 - Health Rp87.55 T
 - Social Safety Net Rp 203.9 T
 - Economic Recovery Program Rp297.64T
 - Local Government Rp106.11 T
- **Issued ERP Policies**
 - Interest Subsidy
 - Government Loan Guarantee
 - Government Fund Placement
 - Productive Social Assistance
 - Capital Injection for SOE

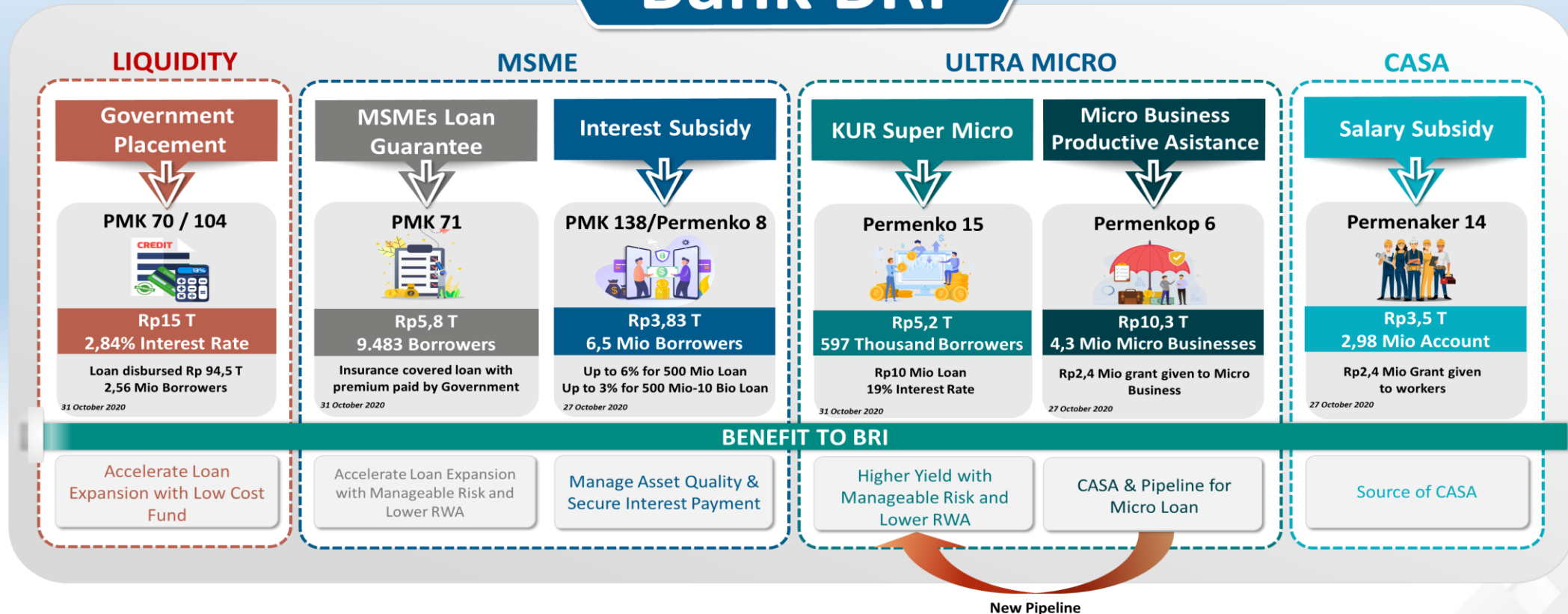


ECONOMIC RECOVERY PROGRAM – Regulatory Policies

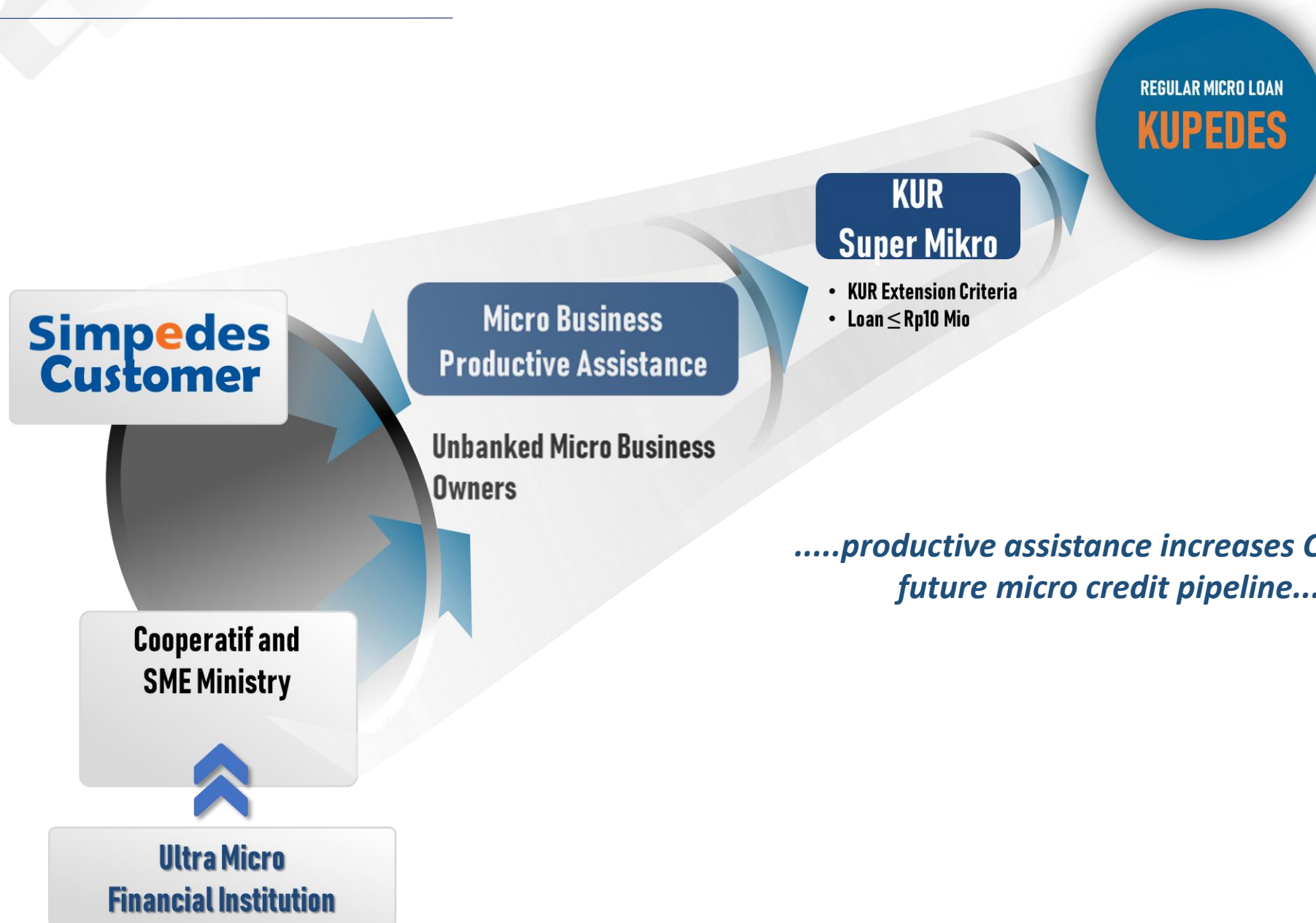


Economic Recovery Program

Bank BRI



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





BRI STRATEGIES & FOCUS DURING COVID-19 PANDEMIC



BRI FOCUS AND STRATEGIES



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

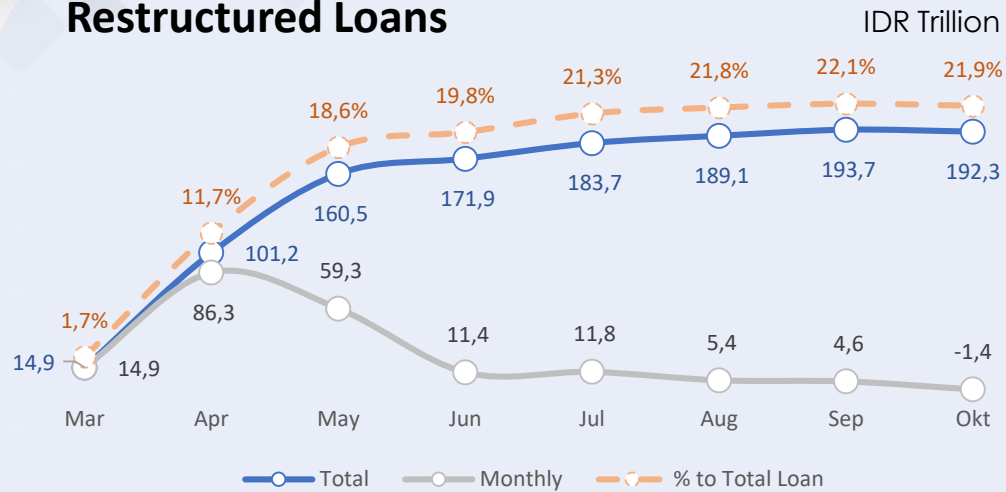
GCG Implementation

The principles of Good Corporate Governance remain in place

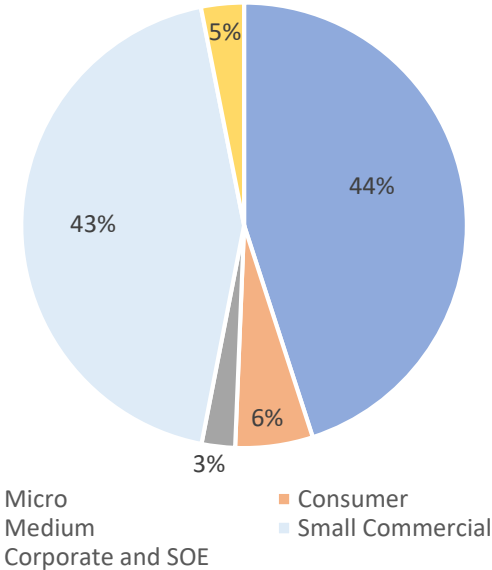


PLATEAUIING BRI COVID-19 RESTRUCTURING TREND

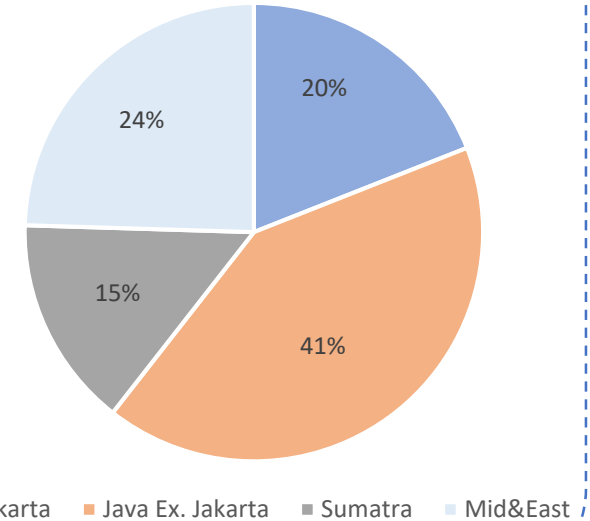
Restructured Loans



Restru. Loans By Segment

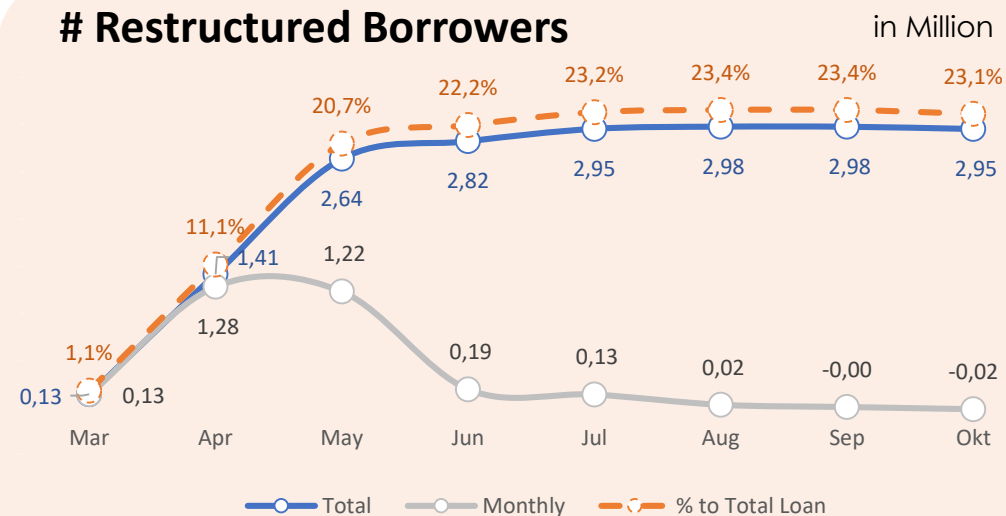


Restru. Loans By Region



Total Projected Covid-19 Restructured Loan as of December 2020: Rp200 T

Restructured Borrowers

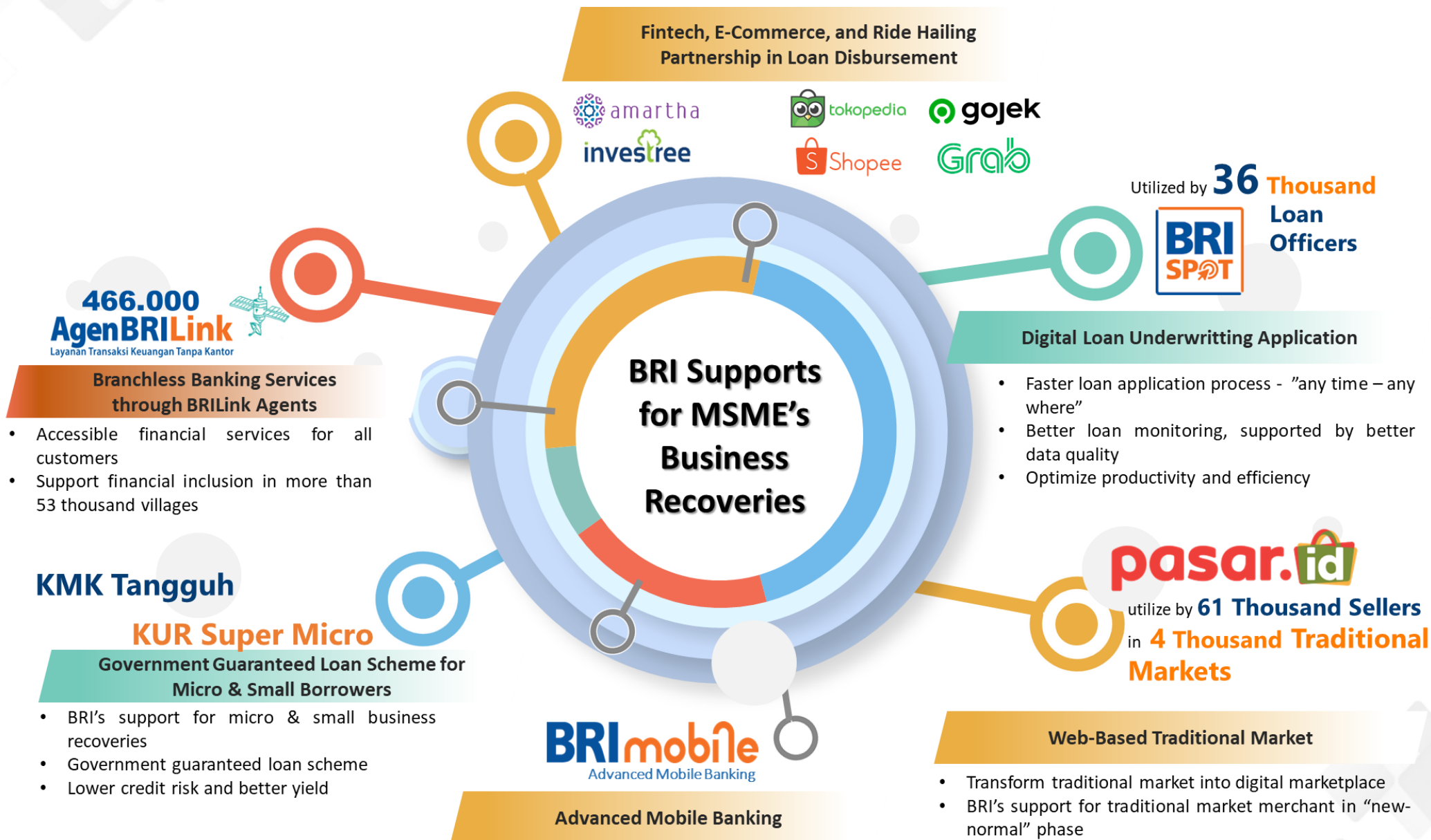


"The pace of restructuring loan is slowing down as the government relaxes large-scale social restriction and economy starts to recover"

"During October '20, total restructured loans have declined slightly as borrowers start to pay the principal"



BRI SUPPORT FOR MSME's BUSINESS RECOVERIES





BRI (CONSOLIDATED)



FINANCIAL HIGHLIGHT - CONSOLIDATED

	2019	1Q'20	1H'20	9M'19	9M'20	g QoQ	g YoY
Asset/Liabilities							
Total Assets (IDR Billion)	1.416.759	1.358.979	1.387.759	1.305.667	1.447.848	4,3%	10,9%
Total Loans (Gross) (IDR Billion)	903.197	930.726	922.967	891.973	935.347	1,3%	4,9%
Total Deposits (IDR Billion)	1.021.197	1.028.996	1.072.501	959.238	1.131.928	5,5%	18,0%
Asset Quality							
NPL (gross)	2,80%	3,00%	3,13%	3,10%	3,12%		
NPL (nett)	1,19%	0,77%	0,90%	1,29%	0,87%		
Liquidity							
CASA	57,70%	55,90%	55,81%	57,95%	59,02%		
LDR	88,45%	90,45%	86,06%	92,99%	82,63%		
Profitability							
Net Profit (IDR Billion)	34.414	8.170	10.201	24.803	14.154	94,6%	-42,9%
NIM	6,73%	6,59%	5,63%	6,81%	5,64%		
Cost Efficiency Ratio (CER)	41,22%	43,79%	51,29%	42,22%	51,08%		
Operating Expense to Operating Income	72,08%	75,22%	78,78%	72,54%	81,74%		
ROA before tax	3,28%	2,99%	2,26%	3,21%	1,95%		
ROE Tier 1	18,40%	19,95%	12,02%	18,01%	10,81%		
Capital							
Tier1 CAR	21,65%	17,45%	19,04%	20,75%	19,82%		
Total CAR	22,77%	18,56%	20,15%	21,89%	20,92%		



BALANCE SHEET - CONSOLIDATED

IDR Billion

Description	2019	1Q'20	1H'20	9M'19	9M'20	g QoQ	g YoY
Total Assets	1.416.759	1.358.979	1.387.759	1.305.667	1.447.848	4,3%	10,9%
- Gross Loans	903.197	930.726	922.967	891.973	935.347	1,3%	4,9%
- Government Bonds (Recap)	1.130	1.130	1.130	1.130	-	0,0%	0,0%
- Other Earnings Assets	393.886	341.133	397.685	312.287	443.215	11,4%	41,9%
Total Earning Assets	1.298.214	1.272.989	1.321.782	1.205.390	1.378.562	4,3%	14,4%
Earning Assets Provision	(39.329)	(60.988)	(57.277)	(41.637)	(62.980)	10,0%	51,3%
Total Earning Assets (net)	1.258.884	1.212.001	1.264.505	1.163.753	1.315.582	4,0%	13,0%
Total Non Earning Assets	157.875	146.978	123.254	141.913	132.266	7,3%	-6,8%
Total Liabilities & S.E	1.416.759	1.358.979	1.387.759	1.305.667	1.447.848	4,3%	10,9%
Total Customer Deposits	1.021.197	1.028.996	1.072.501	959.238	1.131.928	5,5%	18,0%
- Demand Deposits	174.928	177.085	184.277	171.853	229.184	24,4%	33,4%
- Saving Deposits	414.333	398.098	414.283	384.016	438.914	5,9%	14,3%
- Time and Certificate Deposits	431.936	453.814	473.941	403.369	463.830	-2,1%	15,0%
Other Interest Bearing Liabilities	138.881	97.742	85.640	101.910	72.711	-15,1%	-28,7%
Non Interest Bearing Liabilities	47.897	52.601	41.783	44.979	48.542	16,2%	7,9%
Tier I Capital	197.219	163.810	175.577	187.534	184.501	5,1%	-1,6%
Total Shareholder's Equity	208.784	179.639	187.835	199.540	194.668	3,6%	-2,4%

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

√√ Total customer deposits include syirkah fund

√√√ Loan and NPL are total of BRI, BRISyariah and BRIAgro



INCOME STATEMENT - CONSOLIDATED

IDR Billion

Description	2019	1Q'20	2Q'20	3Q'20	g QoQ	9M'19	9M'20	g YoY
Interest Income	121.756	31.343	25.235	29.280	16,0%	90.780	85.858	-5,4%
Interest Expense	(40.049)	(10.376)	(9.700)	(9.733)	0,3%	(30.201)	(29.809)	-1,3%
Net Interest Income	81.707	20.967	15.535	19.547	25,8%	60.579	56.049	-7,5%
Net Premium Income	1.011	559	25	456	1745,5%	291	1.039	257,5%
Fee & Other Operating Income	28.439	8.002	5.735	7.737	34,9%	18.921	21.473	13,5%
Gross Operating Income	155.569	40.861	32.229	38.791	20,4%	113.196	111.880	-1,2%
Other Operating Expenses	(44.966)	(12.808)	(12.610)	(13.314)	5,6%	(33.091)	(38.732)	17,0%
Pre Provision Operating Profit	66.192	16.720	8.685	14.425	66,1%	46.699	39.830	-14,7%
Provision Expenses	(22.760)	(6.593)	(3.299)	(9.504)	188,1%	(15.620)	(19.396)	24,2%
Non Operating Income (Net)	(68)	29	(2)	(50)	2016,3%	(23)	(24)	1,4%
Profit Before Tax n Minor. Int.	43.364	10.156	5.384	4.871	-9,5%	31.057	20.410	-34,3%
Net Profit	34.414	8.170	2.031	3.953	94,6%	24.803	14.154	-42,9%



BRI (BANK ONLY)

FINANCIAL HIGHLIGHTS

IDR Billion

	2019	1Q'20	1H'20	9M'19	9M'20	g QoQ	g YoY
Asset/Liabilities							
Total Assets (IDR Billion)	1.343.078	1.287.094	1.309.321	1.238.658	1.359.556	3,8%	9,8%
Total Loans (Gross) (IDR Billion)	859.558	884.246	869.042	850.232	877.547	1,0%	3,2%
Total Deposits (IDR Billion)	969.750	978.326	1.013.156	913.556	1.062.702	4,9%	16,3%
Asset Quality							
NPL (gross)	2,62%	2,81%	2,98%	2,96%	3,02%		
NPL (nett)	1,04%	0,63%	0,77%	1,13%	0,78%		
Liquidity							
CASA	59,01%	56,86%	56,64%	59,49%	60,15%		
LDR	88,64%	90,39%	85,78%	93,07%	82,58%		
RIM/MIR (Macroprudential Intermediary Ratio)	85,31%	86,09%	82,26%	92,73%	80,05%		
LCR	255,37%	230,50%	243,57%	207,93%	255,93%		
NSFR	136,17%	132,06%	138,10%	130,57%	141,95%		
Profitability							
Net Profit (IDR Billion)	34.029	8.305	10.201	24.774	14.047	102,8%	-43,3%
Cost of Fund (CoF)	3,58%	3,65%	3,54%	3,63%	3,45%		
NIM	6,98%	6,66%	5,72%	7,02%	5,76%		
Cost Efficiency Ratio (CER)	40,26%	41,19%	50,23%	41,10%	50,04%		
Operating Expense to Operating Income	70,10%	72,97%	77,49%	70,50%	80,64%		
ROA before tax	3,50%	3,19%	2,41%	3,42%	2,07%		
ROE Tier 1	19,41%	20,39%	12,62%	19,16%	11,43%		
ROE B/S	17,77%	18,33%	11,33%	17,54%	10,26%		
Capital							
Tier1 CAR	21,52%	17,20%	18,81%	20,59%	19,37%		
Total CAR	22,55%	18,23%	19,83%	21,62%	20,38%		

√ NPL (net) is after provision for impaired loan

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



BALANCE SHEET

IDR Billion

Description	2019	1Q'20	1H'20	9M'19	9M'20	g QoQ	g YoY
Total Assets	1.343.078	1.287.094	1.309.321	1.238.658	1.359.556	3,8%	9,8%
- Gross Loans	859.558	884.246	869.042	850.232	877.547	1,0%	3,2%
- Government Bonds (Recap)	1.130	1.130	1.130	1.130	-	-	-
- Other Earnings Assets	372.442	324.067	380.682	296.000	420.502	10,5%	42,1%
Total Earning Assets	1.233.131	1.209.443	1.250.855	1.147.363	1.298.050	3,8%	13,1%
Earning Assets Provision	(37.670)	(58.701)	(54.798)	(40.281)	(60.399)	10,2%	49,9%
Total Earning Assets (net)	1.195.460	1.150.742	1.196.057	1.107.082	1.237.651	3,5%	11,8%
Total Non Earning Assets	147.617	136.351	113.264	131.576	121.905	7,6%	-7,4%
Total Liabilities & S.E	1.343.078	1.287.094	1.309.321	1.238.658	1.359.556	3,8%	9,8%
Total Customer Deposits	969.750	978.326	1.013.156	913.556	1.062.702	4,9%	16,3%
- Demand Deposits	167.843	168.593	172.763	168.531	215.173	24,5%	27,7%
- Savings	404.360	387.642	401.092	374.912	424.002	5,7%	13,1%
- Time Deposits	397.547	422.091	439.301	370.113	423.527	-3,6%	14,4%
Other Interest Bearing Liabilities	135.752	95.574	84.351	99.279	71.974	-14,7%	-27,5%
Non Interest Bearing Liabilities	33.910	37.757	28.719	30.953	35.260	22,8%	13,9%
Tier I Capital	187.012	153.694	165.118	177.741	169.798	2,8%	-4,5%
Total Shareholder's Equity	203.665	175.437	183.095	194.869	189.619	3,6%	-2,7%

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

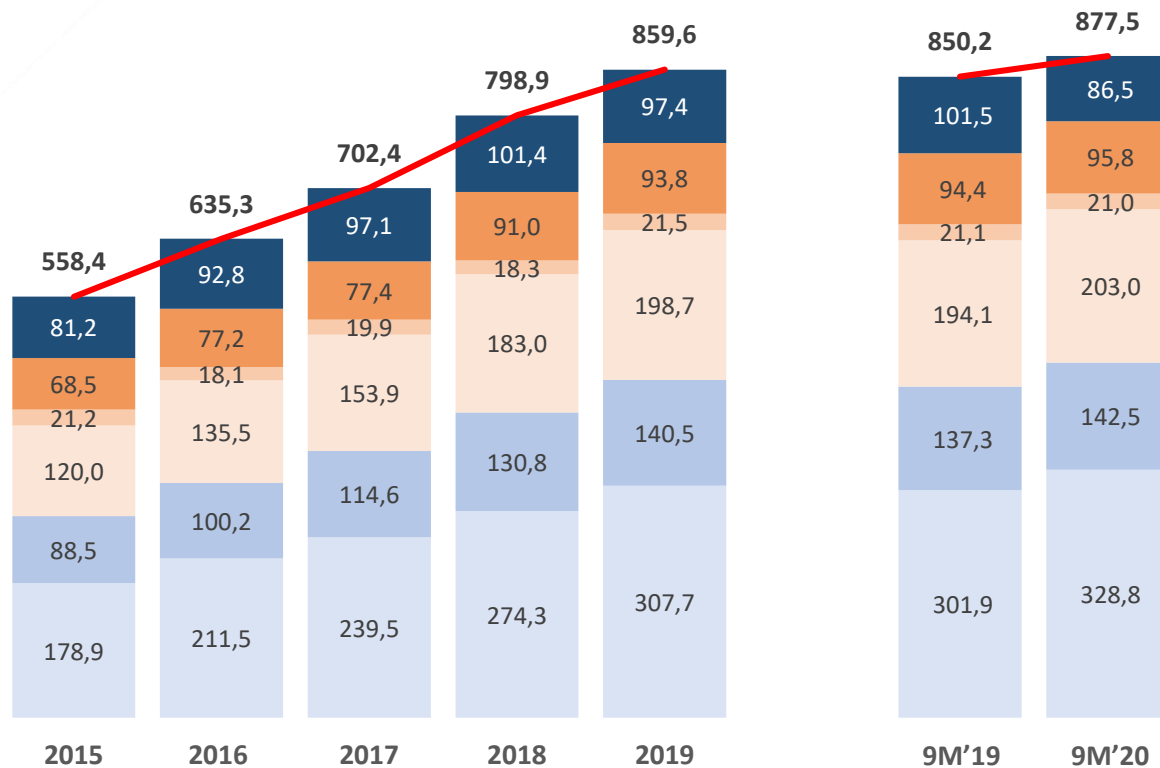


LOAN MIX – Increasing Trend of Micro Composition

Loan Outstanding – by business segment

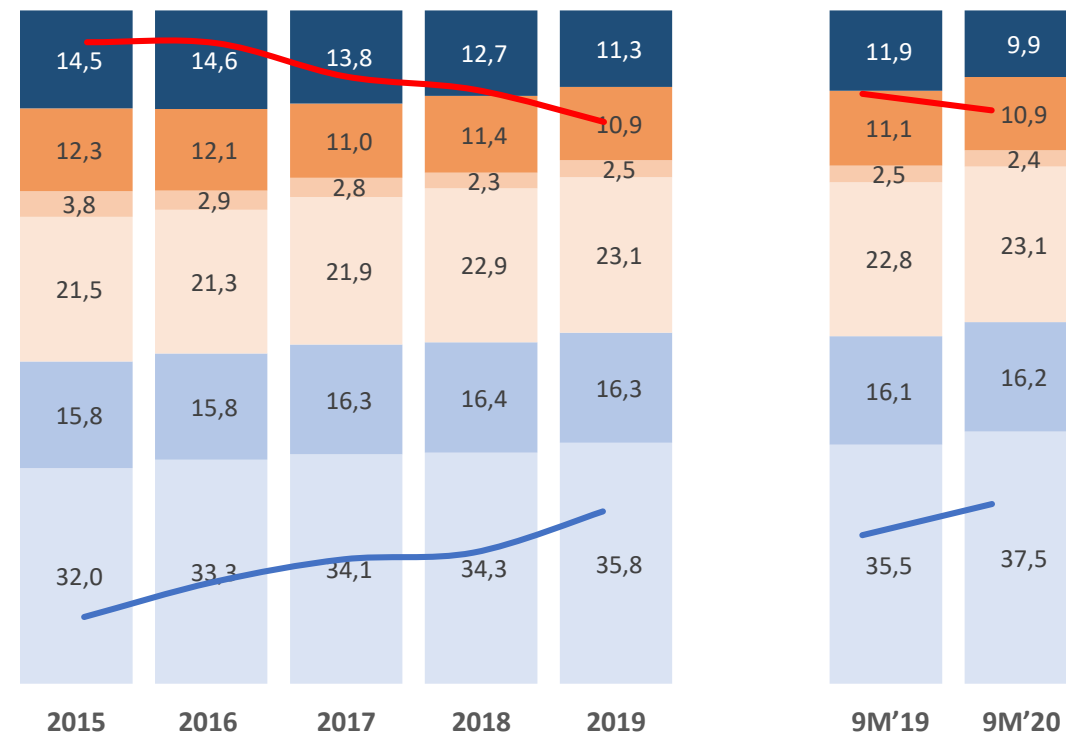
(IDR Trillion)

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



Composition – by business segment (%)

...Accelerating micro loan composition increase...



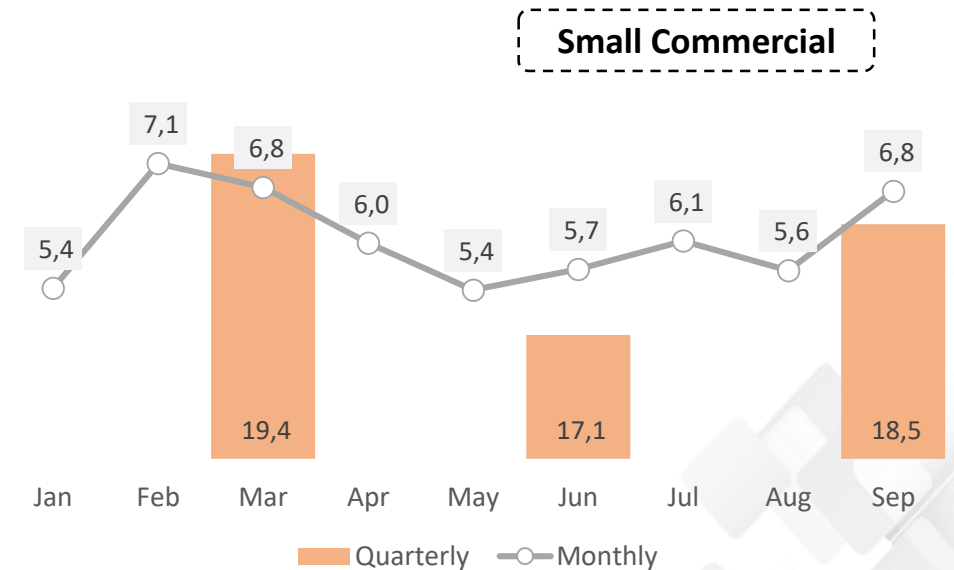
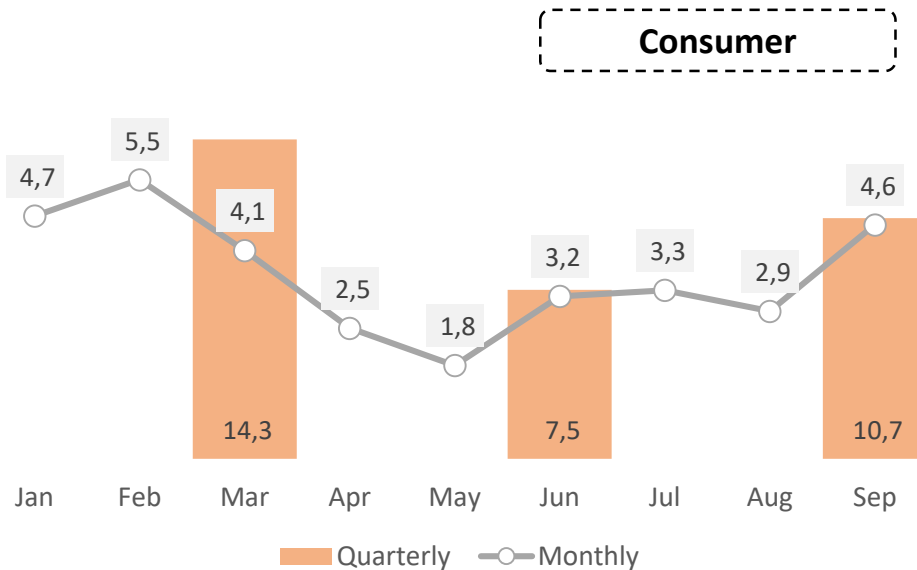
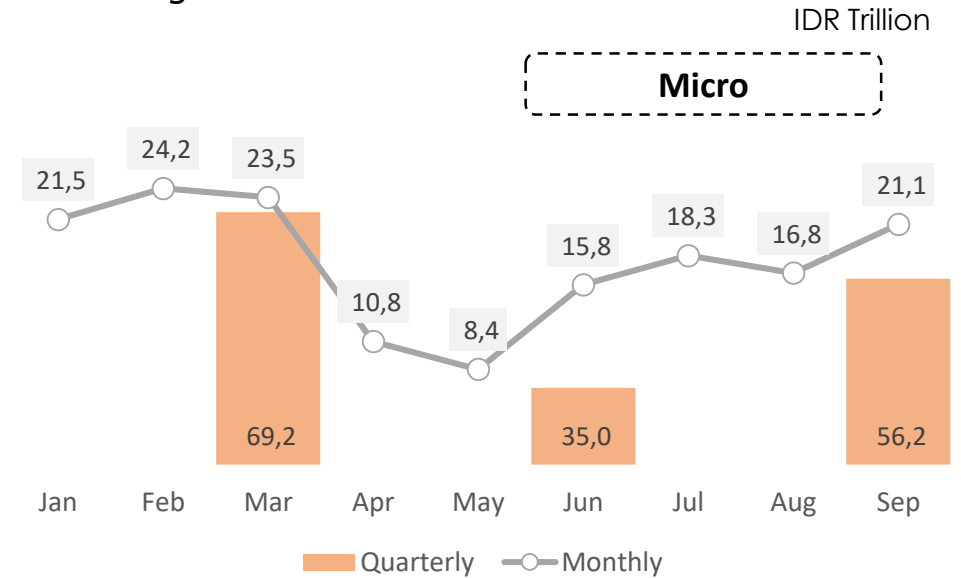
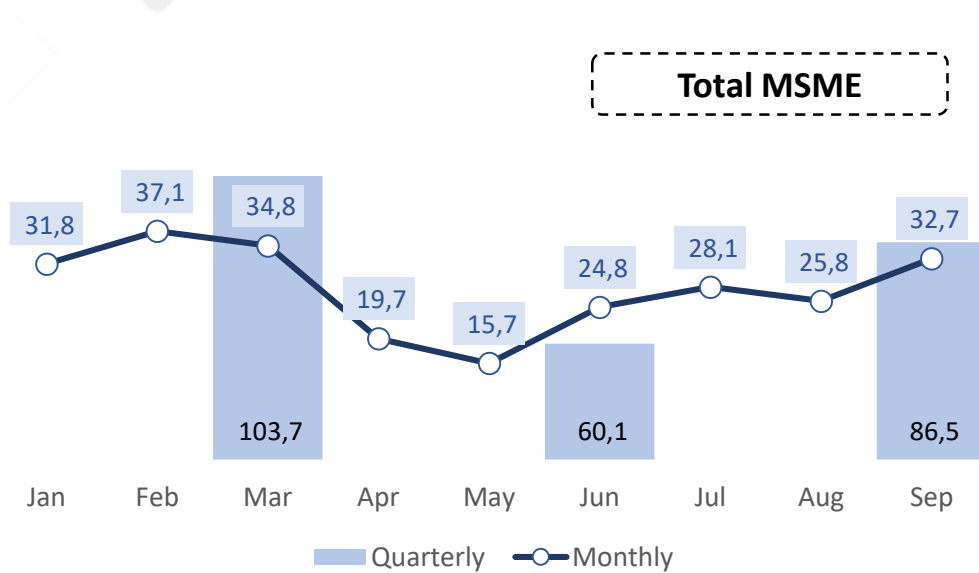
	Micro	Consumer	Small Comm.	Medium	Corporate Non SOE	SOE	Total
YoY Growth (%)	8,9	3,8	4,6	-0,5		-14,8	3,2
(Rp Tn)	26,9	5,2	8,9	-0,1		-15,0	27,3

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



RECOVERING LOAN DISBURSEMENT TREND

...Loans disbursement in MSMEs recovering...



Non Performing Loan – gross by segment (%)

NPL%	2015	2016	2017	2018	2019	9M'19	9M'20
Micro	1,13	1,00	1,08	1,01	1,18	1,30	1,07
Consumer	1,30	1,18	1,05	1,03	1,10	1,40	1,66
Small Comm	2,89	2,95	3,01	3,14	3,17	3,71	3,89
Medium	8,35	7,90	5,45	6,80	5,38	5,28	5,84
Corporate	4,15	5,40	6,91	5,49	8,75	10,49	10,85
SoE	0,00	0,00	0,00	1,10	1,73	1,10	1,32
Total NPL	2,02	2,03	2,12	2,16	2,62	2,96	3,02

Special Mention – by segment (%)

SML%	2015	2016	2017	2018	2019	9M'19	9M'20
Micro	6,00	4,43	4,04	3,51	3,51	4,12	5,44
Consumer	4,02	3,04	2,85	2,49	2,52	3,09	3,24
Small Comm	7,06	6,06	5,79	4,28	4,63	6,49	5,18
Medium	5,37	3,04	3,24	2,87	2,97	5,23	6,63
Corporate	2,83	3,79	5,86	7,73	5,82	4,44	7,44
SoE	2,60	3,30	1,98	0,86	4,29	4,31	5,02
Total SML	4,81	4,28	4,12	3,65	3,93	4,58	5,23

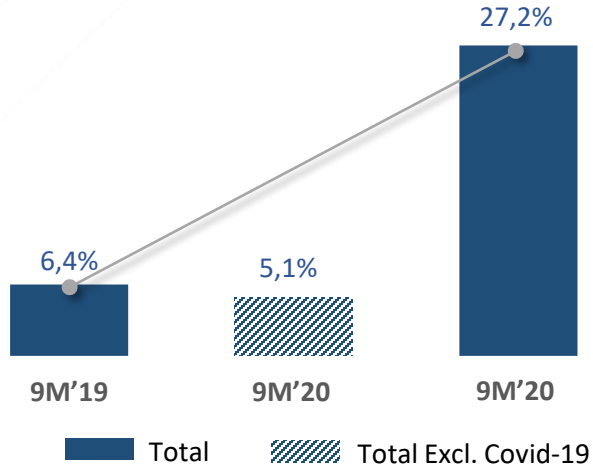
√ Started in 2018, Loan has been adjusted due to reclassification of Trade Finance/LC Related Receivables from Loan to Other Earning Assets-Other Receivables



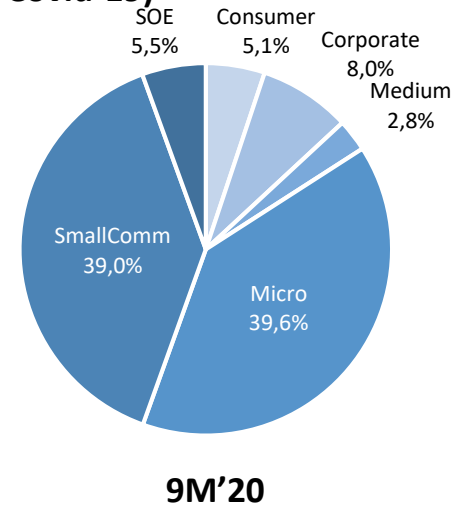
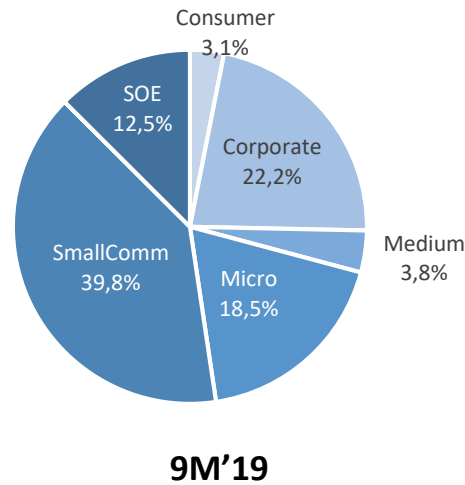
RESTRUCTURED LOANS & LOAN AT RISK

Restructured Loans

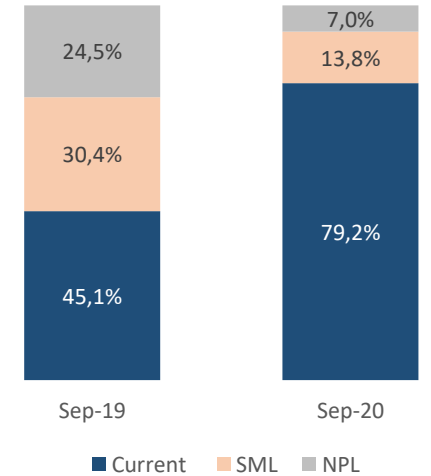
% to Total Loan



By Segment (incl. Covid-19)

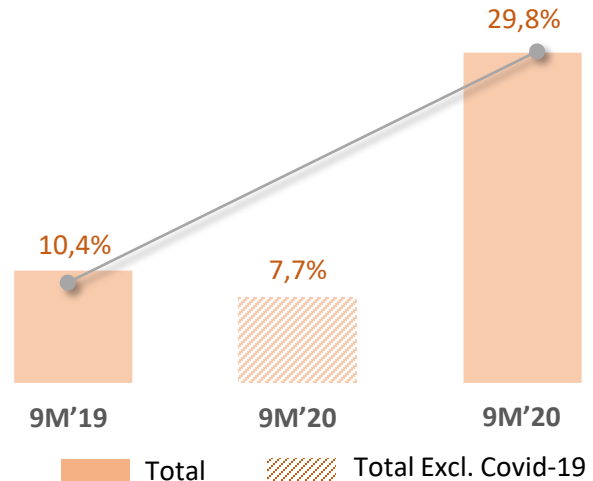


By Quality (incl. Covid-19)

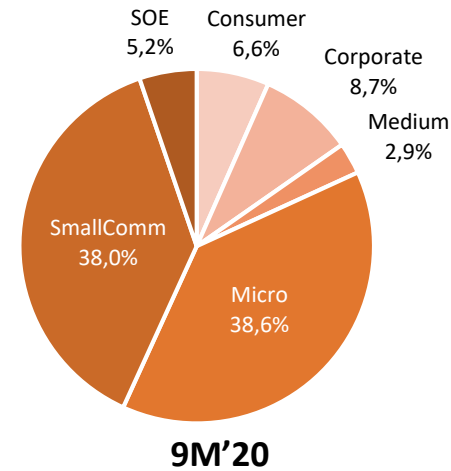
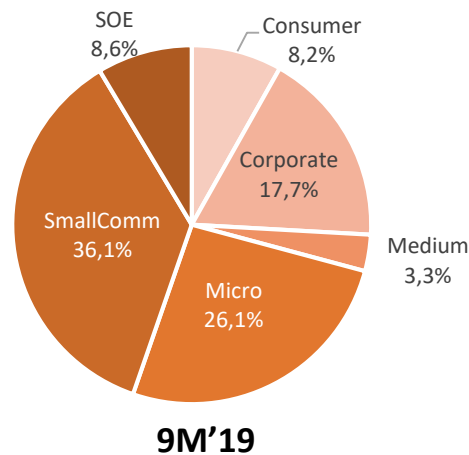


Loan At Risk

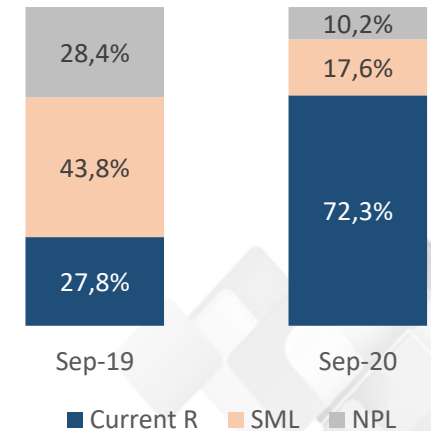
% to Total Loan



By Segment (incl. Covid-19)



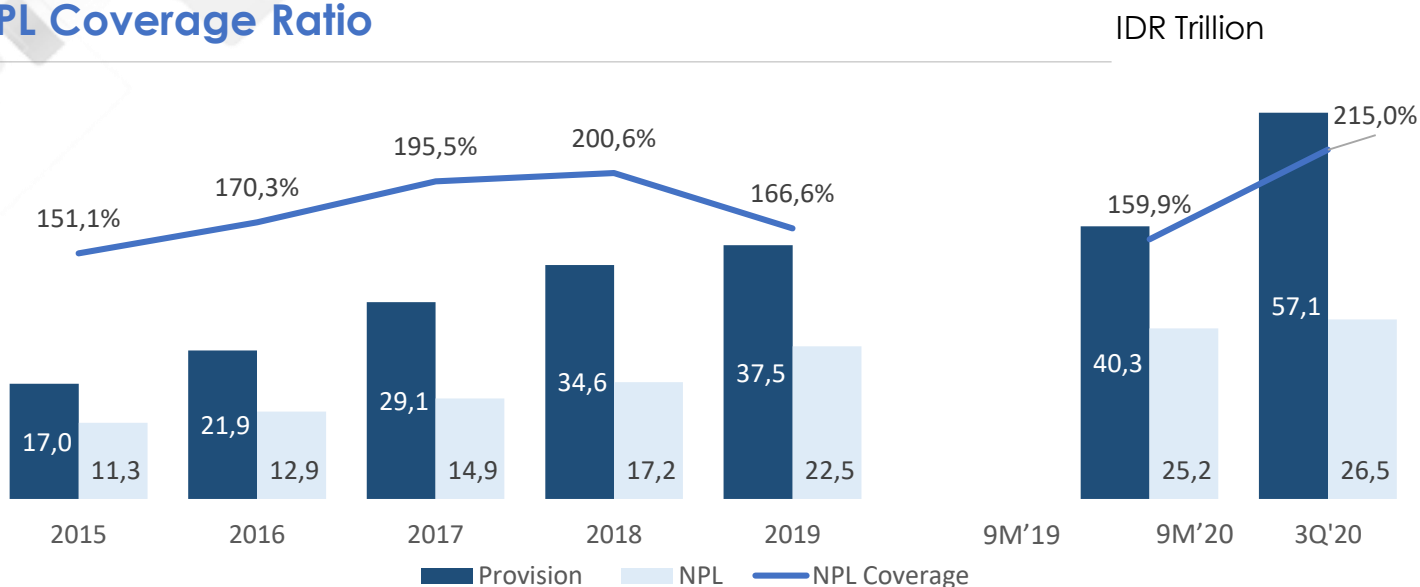
By Quality (incl. Covid-19)





NPL COVERAGE RATIO, WRITE OFF, AND RECOVERY

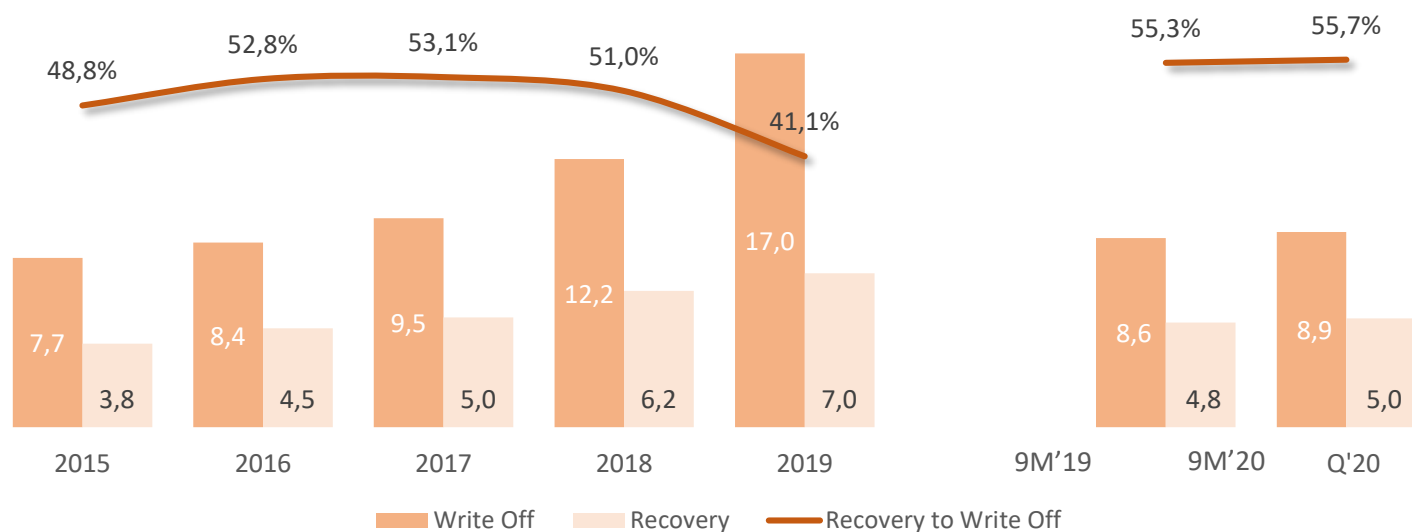
NPL Coverage Ratio



"LAR Coverage at 21,8% incl. Covid-19 restru"

"LAR Coverage at 66,2% excl. Covid-19 restru"

Write Off & Recovery



BRI's Strategies to Optimize Recovery Income

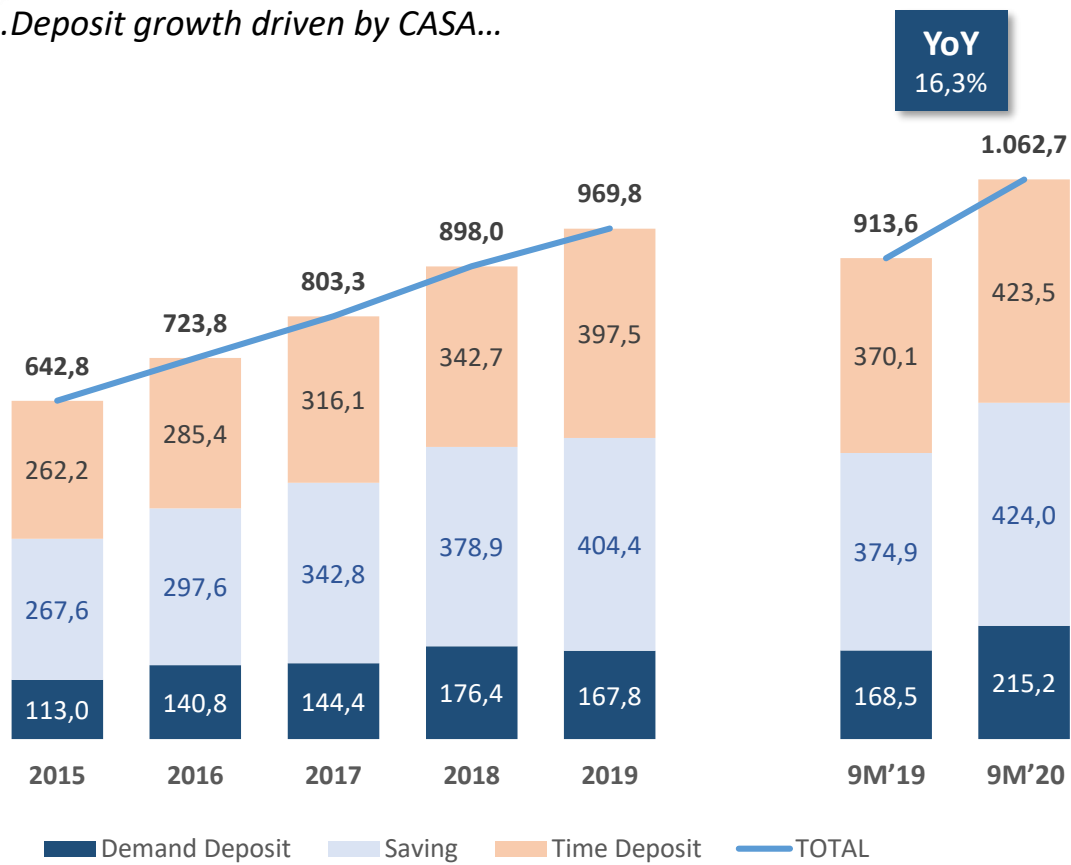


- Collateral sale by accelerating auction
- Partnership with Asset Management Company
- Legal Action

Deposits Growth

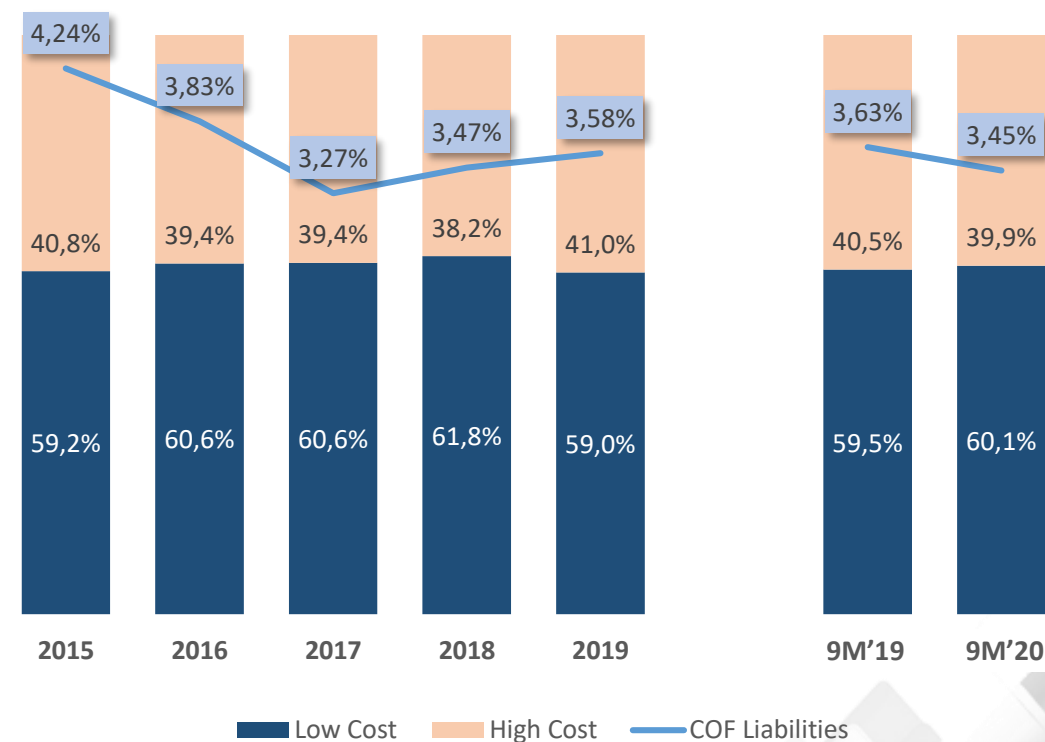
(IDR Trillion)

...Deposit growth driven by CASA...



Deposits Composition, COF

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





INCOME STATEMENT

IDR Billion

Description	2019	1Q'20	2Q'20	3Q'20	g QoQ	9M'19	9M'20	g YoY
Interest Income	115.639	29.648	23.514	27.663	17,6%	86.328	80.825	-6,4%
<i>Interest from Loans</i>	103.028	26.031	20.562	23.746	15,5%	76.609	70.339	-8,2%
<i>Int. from Other Earning Assets</i>	12.611	3.617	2.952	3.917	32,7%	9.719	10.485	7,9%
Interest Expense	(37.078)	(9.619)	(8.991)	(9.006)	0,2%	(28.002)	(27.616)	-1,4%
Net Interest Income	78.560	20.029	14.523	18.657	28,5%	58.326	53.209	-8,8%
Fee & Other Opr. Income *	27.552	7.855	5.859	7.337	25,2%	18.478	21.051	13,9%
Gross Operating Income	106.112	27.884	20.382	25.994	27,5%	76.804	74.260	-3,3%
Operating Expenses	(41.782)	(11.398)	(12.212)	(12.294)	0,7%	(31.065)	(35.904)	15,6%
Pre Provision Operating Profit	64.329	16.486	8.170	13.700	67,7%	45.739	38.356	-16,1%
Provision Expenses	(21.307)	(6.224)	(2.977)	(9.009)	202,7%	(14.703)	(18.209)	23,9%
Non Operating Income (Net)	(72)	(4)	(2)	9	-488,7%	(18)	3	-117,9%
Profit Before Tax n Minor. Int.	42.950	10.259	5.191	4.701	-9,4%	31.018	20.150	-35,0%
Tax Revenue (Expense)	(8.921)	(1.954)	(3.295)	(855)	-74,1%	(6.244)	(6.103)	-2,3%
Net Profit	34.029	8.305	1.896	3.846	102,8%	24.774	14.047	-43,3%
EPS**	276	67	15	31	102,8%	201	114	-43,3%

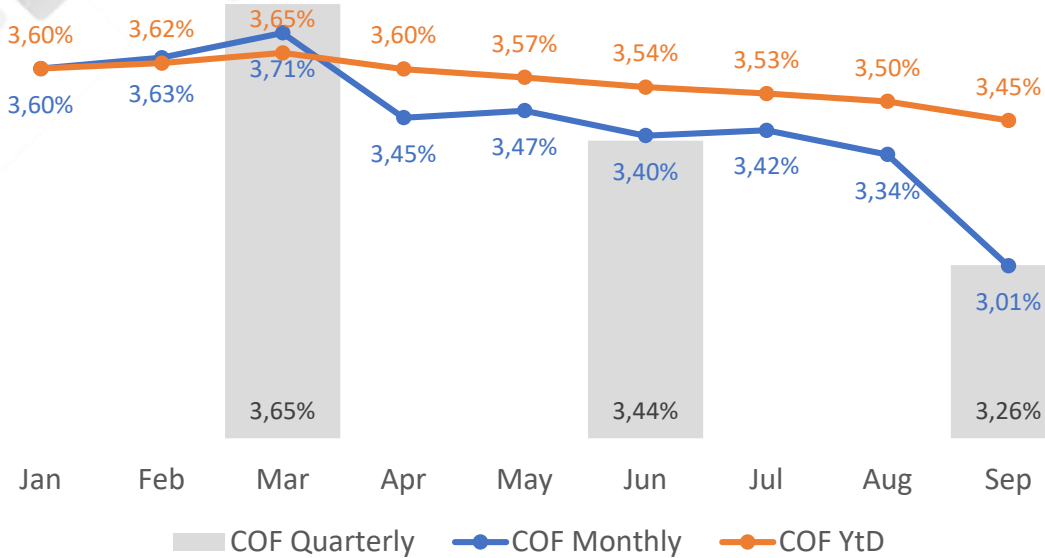
*) Detail on the Fee & Other Operating Income on page 31

**) Annualized

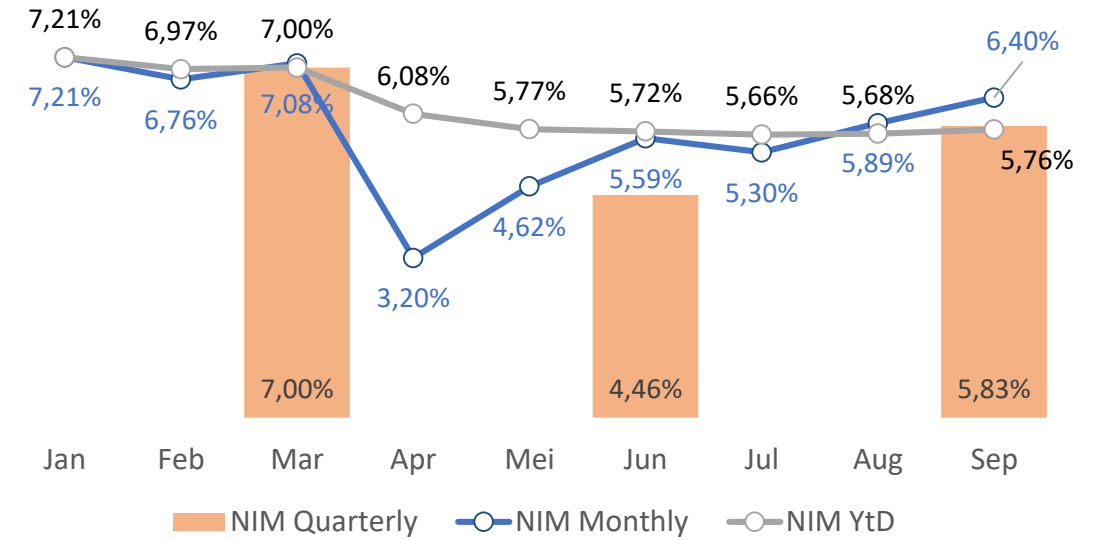


Recovering PPOP Trend

Cost of Fund

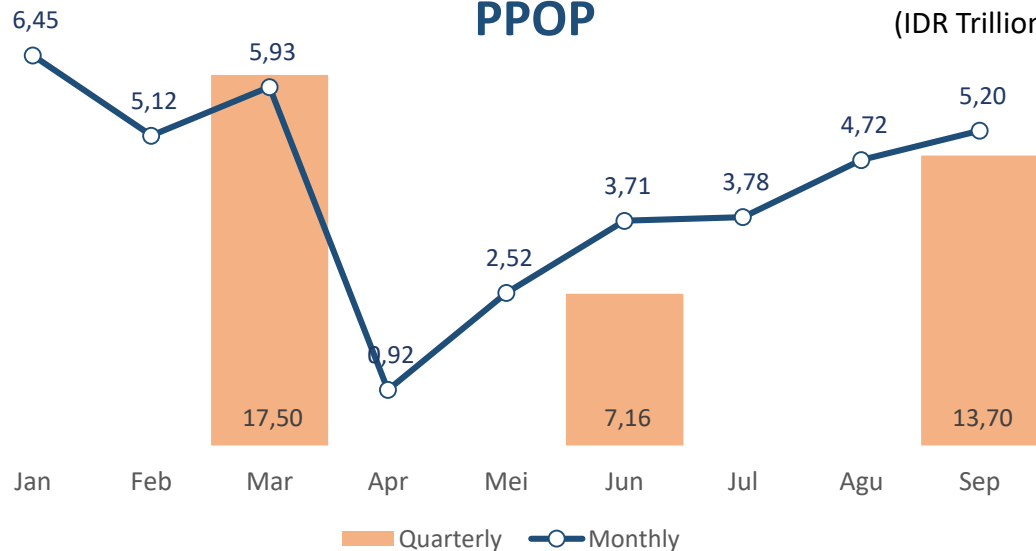


Net Interest Margin



PPOP

(IDR Trillion)



"NIM has bottomed out supported by peaking up loan disbursement in Micro and Small Commercial as well as lowering Cost of Fund"

"Recovering PPOP driven by NII and Other Operating Income"



OTHER OPERATING INCOME & EXPENSES

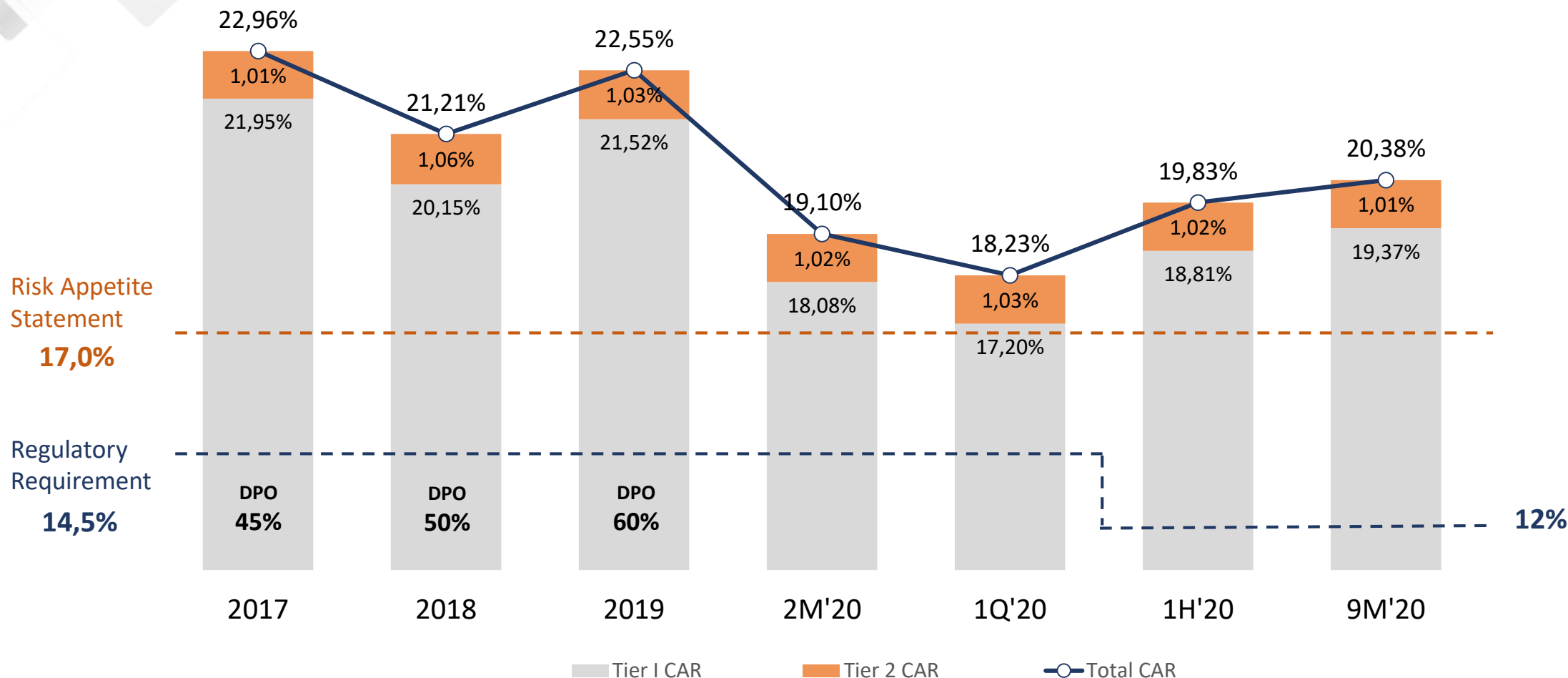
Other Operating Income

IDR Billion

Other Operating Income	2019	1Q'20	2Q'20	3Q'20	g QoQ	9M'19	9M'20	g YoY
Gain Fr Sales of Securities (realized)	1.483	578	479	602	25,9%	1.010	1.659	64,2%
Increase in Fair Value of Securities (unrealized)	61	-	59	34	-42,2%	76	92	21,8%
Fees and Commissions	14.293	4.101	3.329	3.889	16,8%	9.740	11.319	16,2%
Gain fr Forex	153	68	161	533	231,0%	158	761	381,0%
Recovery	6.997	1.622	1.236	2.092	69,3%	4.754	4.950	4,1%
Others	4.564	1.486	596	188	-68,5%	2.740	2.270	-17,2%
Total Other Operating Income	27.552	7.855	5.859	7.338	25,2%	18.478	21.051	13,9%

Other Operating Expenses

Other Operating Expenses	2019	1Q'20	2Q'20	3Q'20	g QoQ	9M'19	9M'20	g YoY
Personnel	22.976	6.672	6.566	6.923	5,4%	17.328	20.161	16,3%
General and Administration	14.404	3.377	4.167	4.028	-3,3%	10.211	11.572	13,3%
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	2.107	330	534	404	-24,2%	1.256	1.268	1,0%
Others	2.296	911	1.053	938	-10,9%	2.270	2.903	27,9%
Total Other Operating Expenses	41.782	11.398	12.212	12.294	0,7%	31.065	35.904	15,6%



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

Description	2019	1Q'20	1H'20	9M'19	9M'20
CASA	59,01%	56,86%	56,64%	59,49%	60,15%
Cost of Fund (COF)	3,58%	3,65%	3,54%	3,63%	3,45%
Loan to Deposit Ratio	88,64%	90,39%	85,78%	93,07%	82,58%
RIM/MIR Macprudential Intermediary Ratio	85,31%	86,09%	82,26%	92,73%	80,05%
Net Interest Margin (NIM)	6,98%	6,66%	5,72%	7,02%	5,76%
Cost Efficiency Ratio (CER)	40,26%	41,19%	50,23%	41,10%	50,04%
Earning Asset Provision	3,31%	5,09%	4,72%	3,66%	5,10%
Opr. Expense to Opr. Income	70,10%	72,97%	77,49%	70,50%	80,64%
NPL ratio - Gross	2,62%	2,81%	2,98%	2,96%	3,02%
NPL ratio - Nett	1,04%	0,63%	0,77%	1,13%	0,78%
LAR	9,78%	12,93%	28,92%	10,45%	29,77%
LAR Coverage	44,65%	48,66%	20,63%	45,35%	21,84%
Return on Assets (ROA) - b.t	3,50%	3,19%	2,41%	3,42%	2,07%
Return on Assets (ROA) - a.t	2,77%	2,59%	1,59%	2,73%	1,44%
Return on Equity (ROE) - Tier I	19,41%	20,39%	12,62%	19,16%	11,43%
Return on Equity (ROE) - B/S	17,77%	18,33%	11,33%	17,54%	10,26%
Primary Reserve Requirement (IDR)	6,57%	5,59%	3,81%	6,05%	3,00%
Net Open Position	1,91%	2,05%	1,08%	1,74%	1,02%
Tier I CAR	21,52%	17,20%	18,81%	20,59%	19,37%
Total CAR	22,55%	18,23%	19,83%	21,62%	20,38%



BUSINESS UPDATES



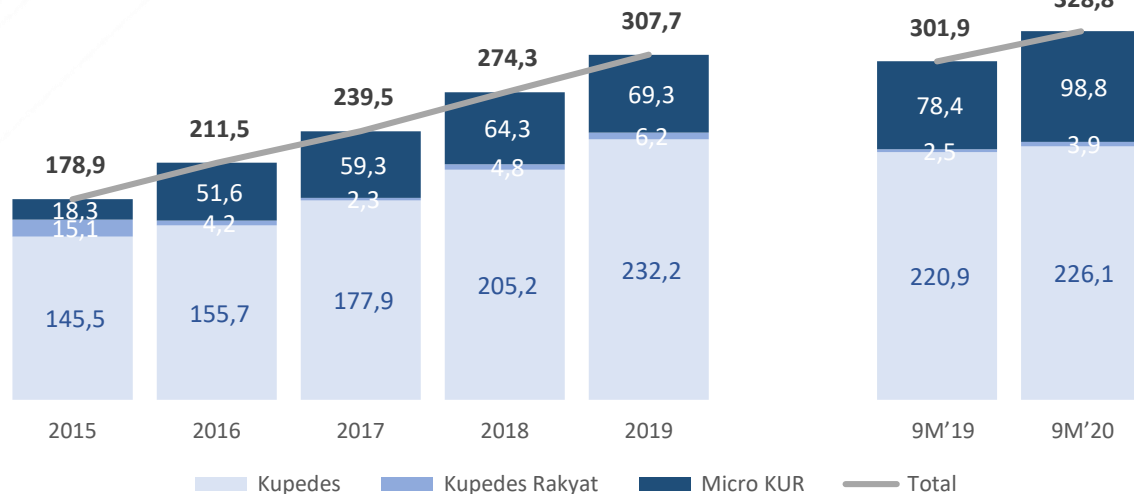
MICRO



MICRO BANKING – LOAN AND DEPOSITS

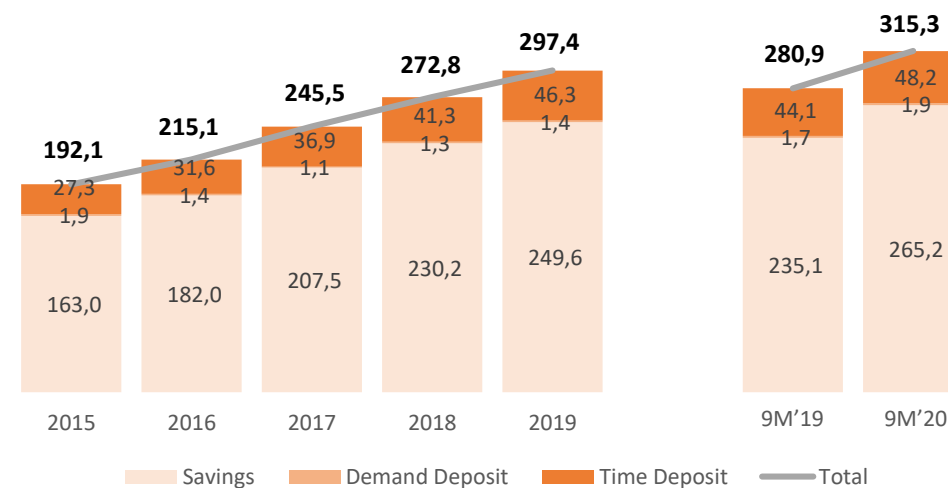
Micro Loans (IDR Trillion)

YoY g = 8,9%



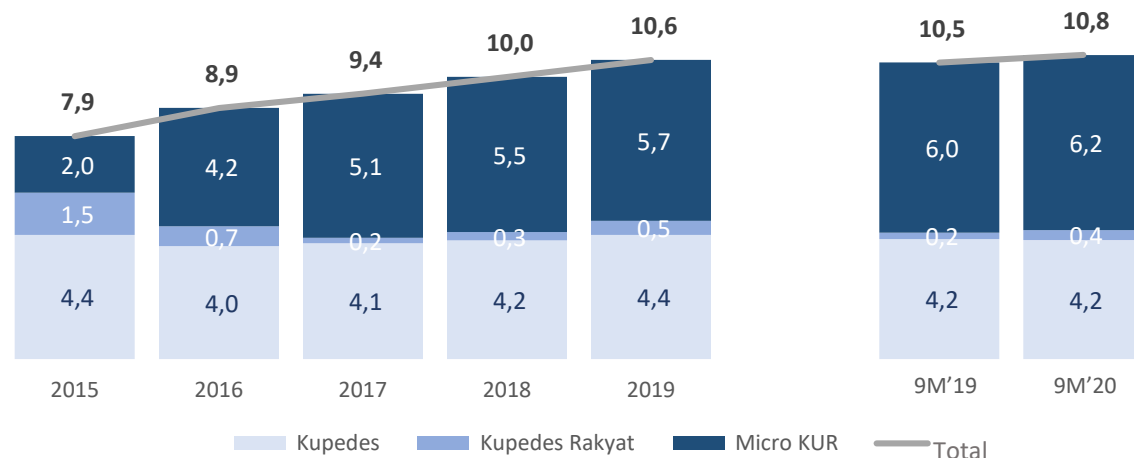
Micro Deposits (IDR Trillion)

YoY g = 12,3%

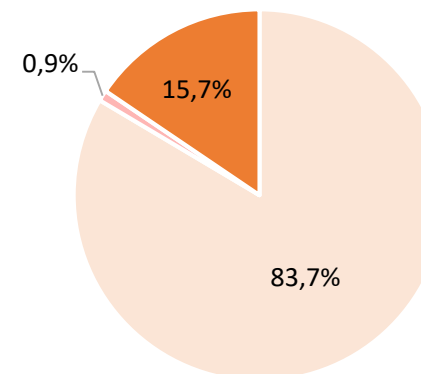


Micro Borrowers (Million)

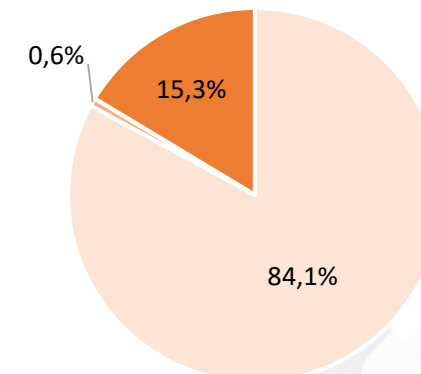
YoY g = 2,5%



9M'19



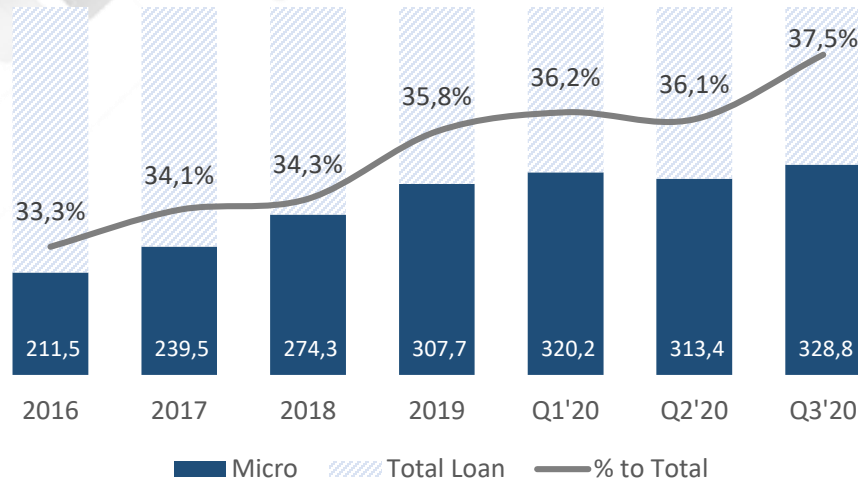
9M'20



Savings Demand Deposit Time Deposit

FOCUSING ON KUR DURING PANDEMIC - Increasing Micro Composition With Lower RWA

Loan Composition



**40%
IN 2022**

KUR Super Micro Loan Disbursement

IDR Trillion

1,95

Sep

4,86

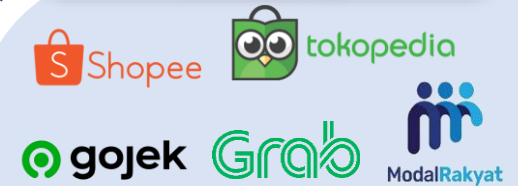
Oct

Nov

10

Dec

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 31 Oct 2020,

 **IDR 5,2 Trillion**

 **597 thousand** borrowers

Schemes

Maximum Plafond

IDR **10** Million

Insurance Coverage

Interest Rate

13% Govt Subsidy

6% Paid by borrower

2020 Quota
Rp 10T

KUR Micro

Schemes

Plafond

IDR **50** Million

Insurance Coverage

Interest Rate

10,5% Govt Subsidy

6% Paid by borrower

2020 Quota
Rp 120T

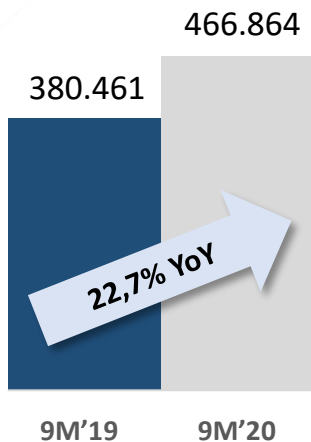
Target Market

Minimum 6 months experience on running Micro business

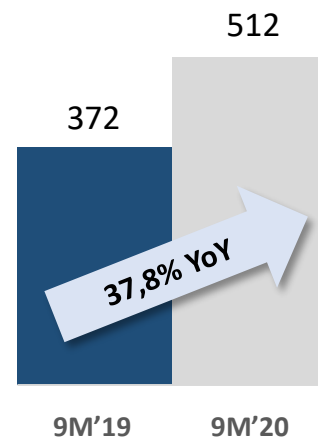
Pipeline

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

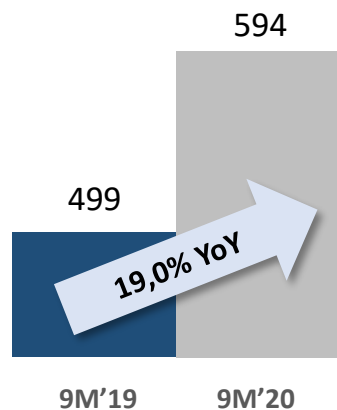
of Agents



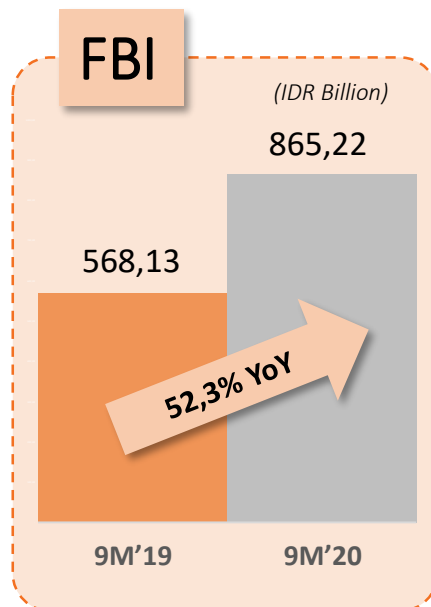
of Transaction
(In Million)



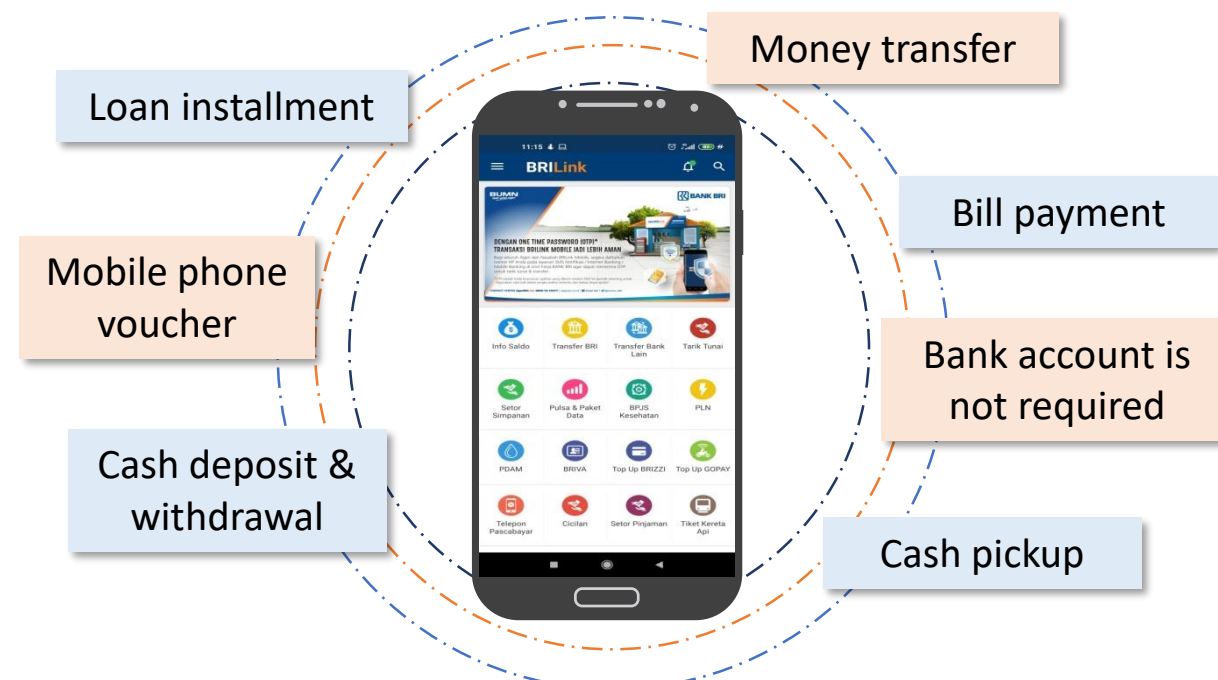
Transaction Volume
(IDR Trillion)



FBI



SERVICES PROVIDED



82 Thousand saving referrals (↑ 102% YoY)

73 Thousand loan referrals (↑ 153% YoY)

IDR 11 T CASA (↑ 78% YoY)

53 Thousand (72% of total) villages acquisitions



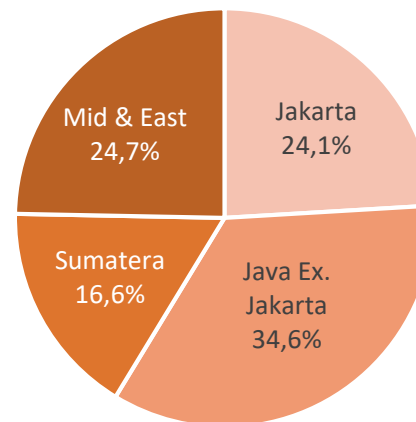
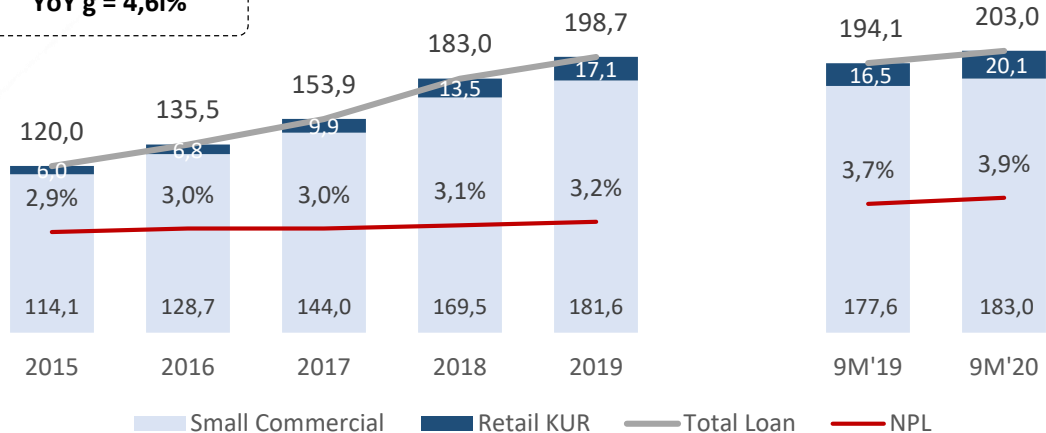
SMALL COMMERCIAL & MEDIUM

SMALL COMMERCIAL AND MEDIUM LOANS

Small Commercial (IDR Trillion)

By Region (%)

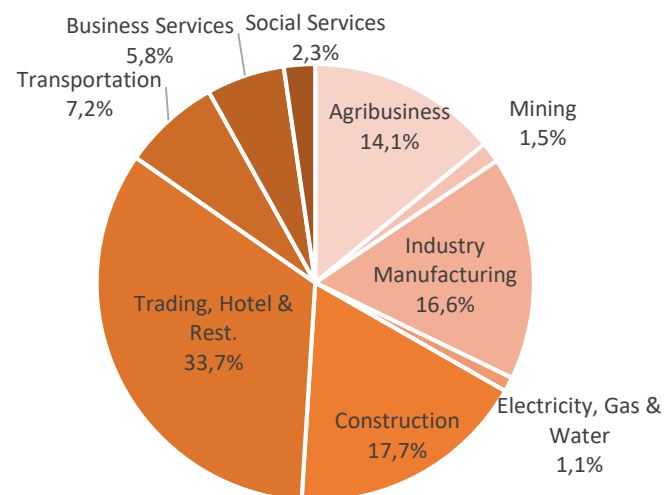
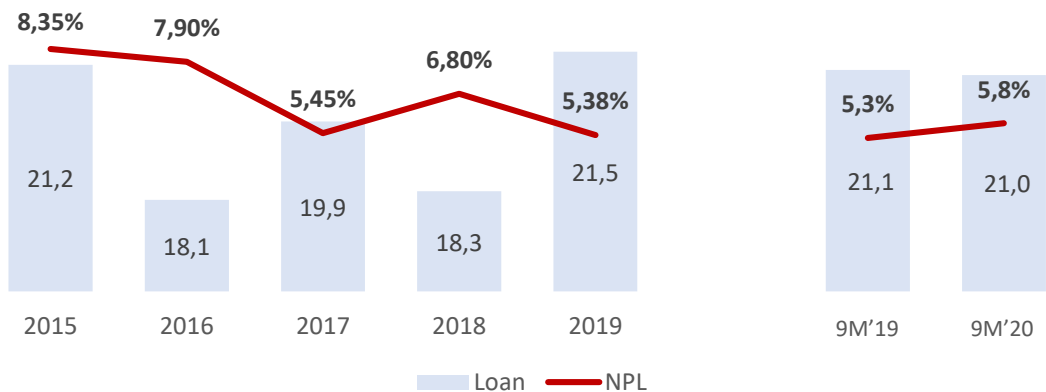
YoY g = 4,61%



Medium (IDR Trillion)

By Economic Sectors (%)

YoY g = -0,5%



KMK Tangguh

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

Schemes

Maximum Plafond

IDR **10** Billion

For Covid-19 impacted borrowers

Insurance Coverage

Insurance Premium paid by Government

Max Loan Tenure

36 Months

KMK TANGGUH

As of October 31st 2020



IDR **5.8 Trillion**



9.5 thousand borrowers



CONSUMER

Outstanding

(IDR Trillion)

Description	2015	2016	2017	2018	2019	9M'19	9M'20	g YoY	Composition
Salary Based	69,5	78,2	88,0	97,8	101,3	99,6	101,0	1,5%	70,9%
Mortgage	15,7	18,2	22,1	27,1	32,3	31,0	34,6	11,8%	24,3%
Vehicle Loan	1,6	2,2	2,6	3,7	4,1	4,1	3,5	-13,0%	2,5%
Card and Others	1,6	1,6	1,8	2,3	2,7	2,6	3,3	24,5%	2,3%
Total	88,5	100,2	114,6	130,8	140,5	137,3	142,5	3,8%	100,0%

NPL (%)

Description	2015	2016	2017	2018	2019	9M'19	9M'20
Salary Based	0,96%	0,81%	0,74%	0,73%	0,69%	0,92%	0,97%
Mortgage	2,48%	2,60%	2,18%	1,92%	2,30%	2,85%	2,84%
Vehicle Loan	1,23%	0,60%	0,56%	0,47%	0,71%	0,86%	1,77%
Card and Others	4,69%	4,07%	2,95%	4,07%	2,85%	3,41%	3,85%
Total	1,30%	1,18%	1,05%	1,03%	1,10%	1,40%	1,51%

Consumer Business Strategies

- 
- Integrated digitized business process (BRISPO for customers)
 - Fully digital product for untapped market
 - Leveraging new source of growth through digital partnership

- Consumer loan grew 3,8% YoY and salary based loan is still the biggest portion of the consumer loans of 71% in 3Q'20.

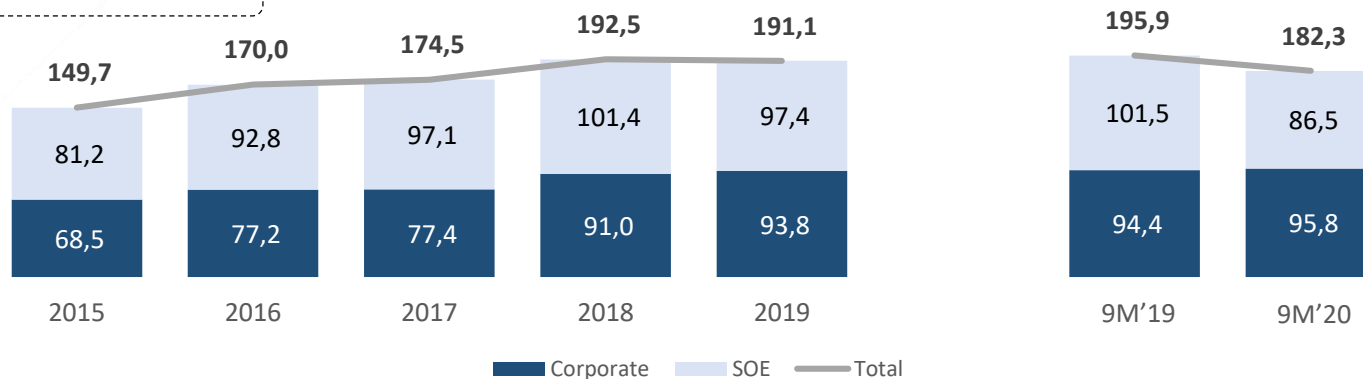


CORPORATE & SOE

Loan Outstanding – Trend

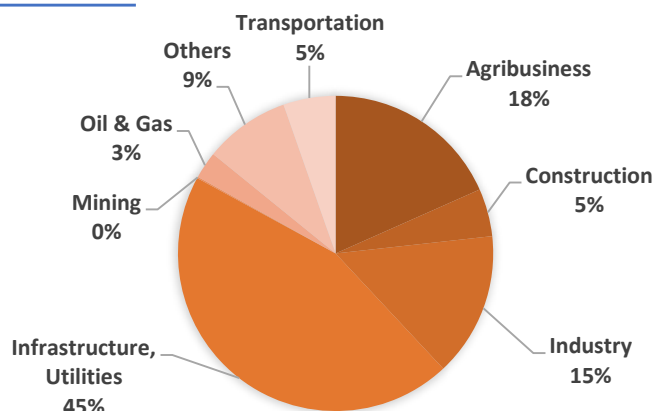
(IDR Trillion)

YoY g = - 6,94%

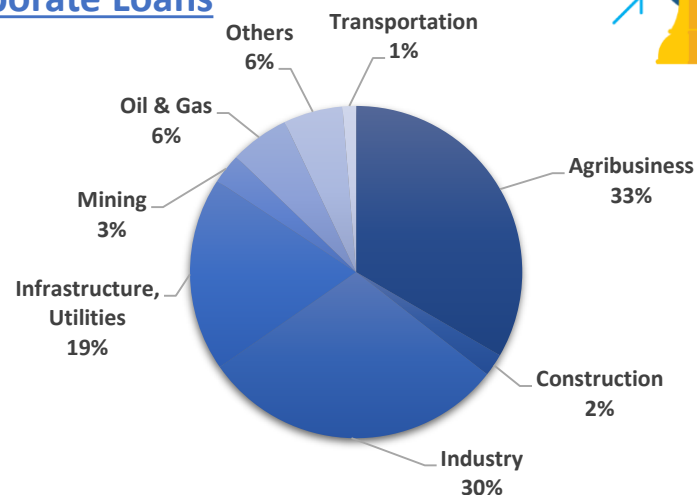


By Business Segment

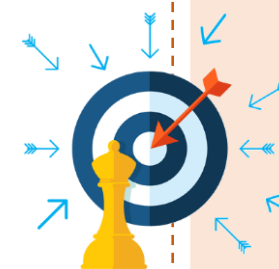
SOE Loans



Corporate Loans



Corporate Business Strategies



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

“Corporate Economic Recovery Program will be rolled out in Q42020”



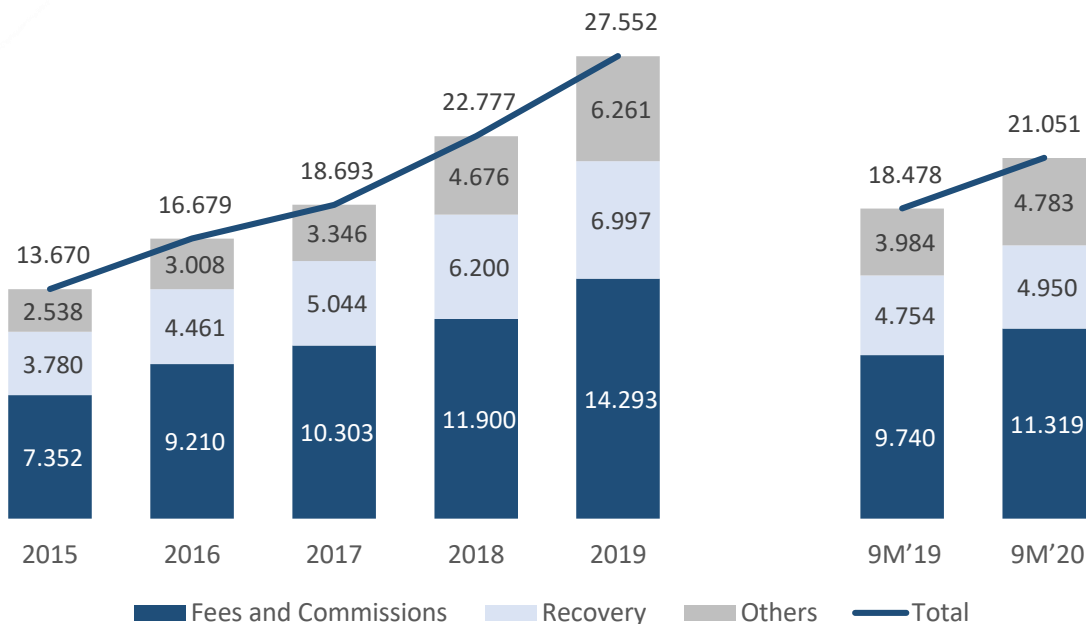
FEES & OTHER OPERATING INCOME

OTHER OPERATING INCOME

Other Operating Income

(IDR Billion)

YoY g = 13,9%

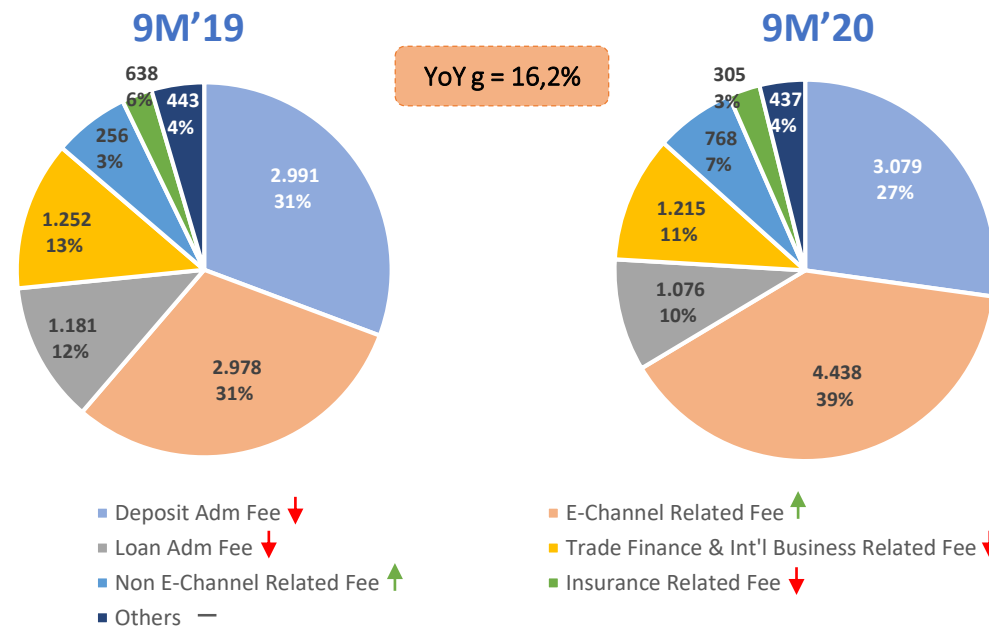


Strong Fees and Commissions income grew strongly by 16,2% YoY, reaching 11,1% of Total Income.

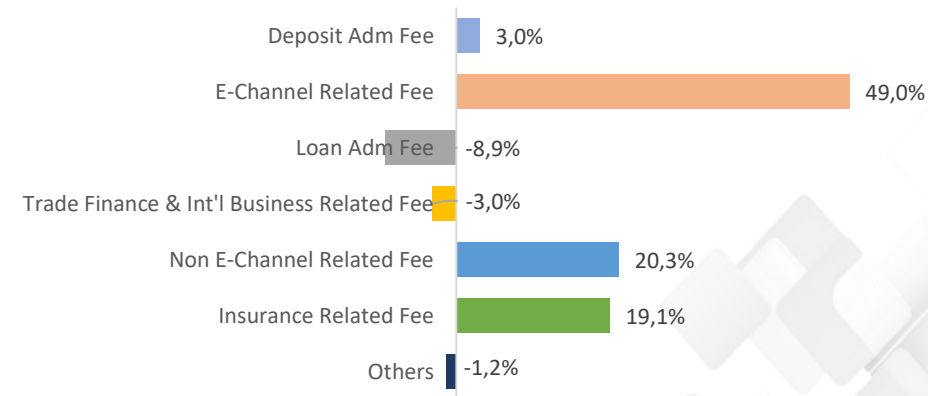
Fees and Commission – Composition

(IDR Billion)

“Shifting to transaction-based fee income”



Growth YoY

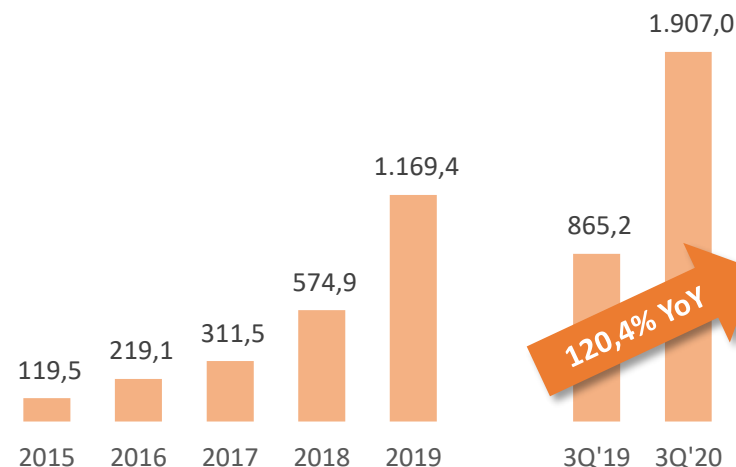


TRANSACTION SHIFTING FROM CONVENTIONAL TO DIGITAL

INTERNET BANKING*

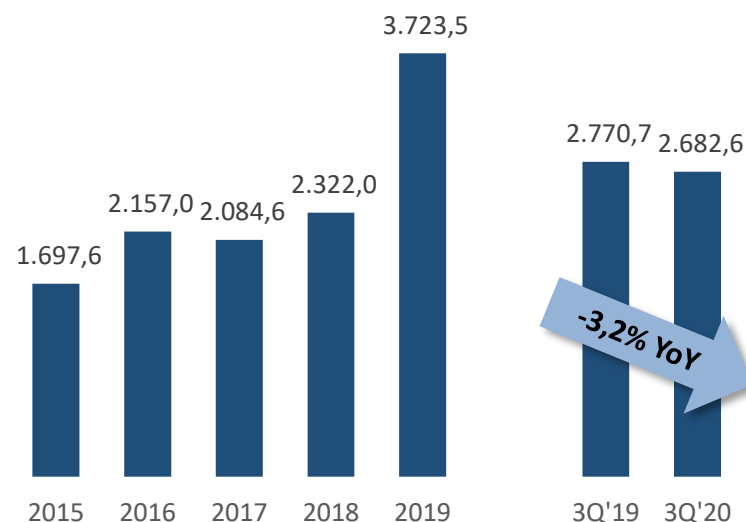
(Trx in million)

* Internet banking numbers shown above incl. BRIMO transactions



ATM

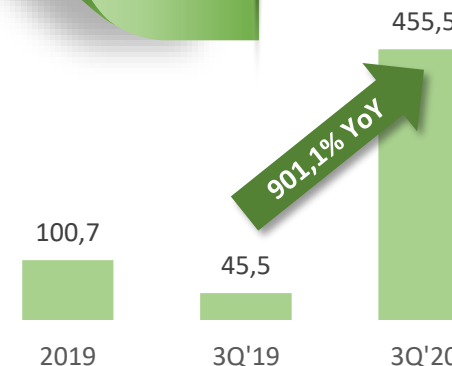
(Trx in million)



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 (internet banking)”



DIGITAL INITIATIVES



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

- KUR Super Micro
- Cash Pick-Up Feature
- Micro Customer Profiling Pipeline
- BRILink Agent Partnership
- Cross-Selling and Integrated Marketing (AMKKM) & Micro Insurance (ASMIK)

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

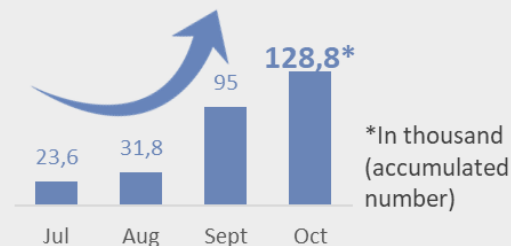
Business Process Re-Engineering supported by the development of BRISPOT for micro loan (Kupedes), an application platform that expedite the micro loan underwriting process.



ENHANCING DIGITAL SAVING CAPABILITY

Digital Saving

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

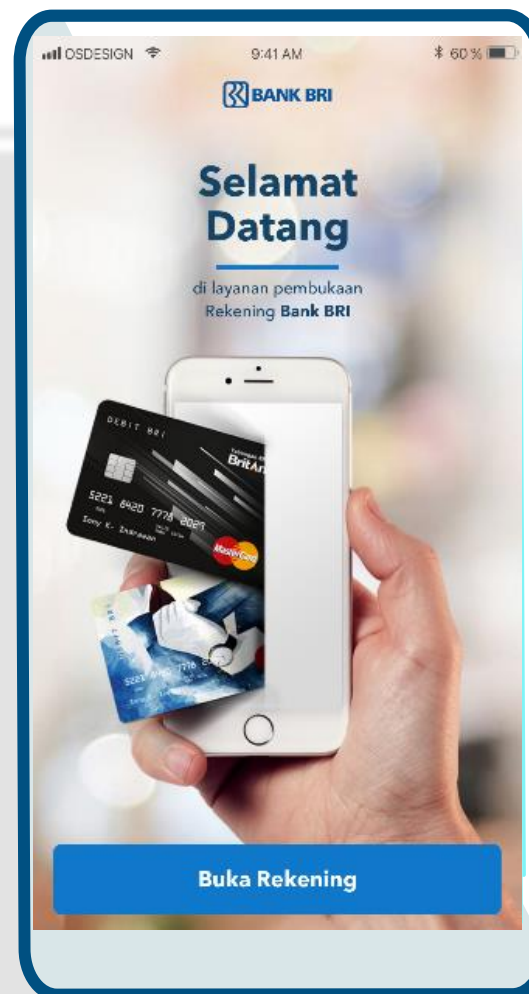


Account Acquisition

The average saving amount keeps increasing each month.

Rp 2,7 Million /account

As of Oct 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 LENDING CAPABILITY

Digital Loan Products

*Data as of October 2020

Total Digital Lending Disbursement

Rp680,8 Billion

traveloka
PayLater

Rp459,8 B (Sales Vol)
Rp256,1 B (OS)
39,821 card users

KECE

Digital ultra micro loan

Rp109,5 B (disbursement)
Rp 36,1 B (OS)
35,844 borrowers

ceria
Cicil. Cepat. Ceria.

Rp44 B (Sales Vol)
Rp20 B (OS)
10,414 active users

Pinang
Powered by **BRIagro**

Rp67,5 B (disbursement)
Rp16,7 B (OS)
17,140 borrowers

investree

Rp415,7 B (disbursement)
87 borrowers

amartha

Rp1,07 B (disbursement)
267 borrowers

gojek

Rp485 M
27 borrowers

Ride Hailing

Grab

Rp307 M
198 borrowers

Shopee

Rp1,04 B
46 borrowers

tokopedia

Rp2,3 B
27 borrowers

E-Commerce

P2P Lending
Partnership with Fintechs
and Digital Start-Ups
*Data as of October 2020

Total Disbursement

Rp421 Billion



BRI DIGITAL INITIATIVES



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

**Boost Productivity &
Unleash The Potential**



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



BRI api
Digital partnership &
Collaboration
*The First Bank with
ISO Certificate
in Open API*

P2P Partnership



**E-Commerce
Partnership**



**Ride Hailing
Partnership**



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



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**

**traveloka
PayLater**
BRI x Traveloka
Paylater Card

KECE
Digital
Ultra Micro Loan

ceria
Cici, Cepat, Ceria.
Digital Credit Card

Pinang
Powered by BRI agro
Digital Lending Platform

**Tap the Untapped
Embedded in Customer Life**



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

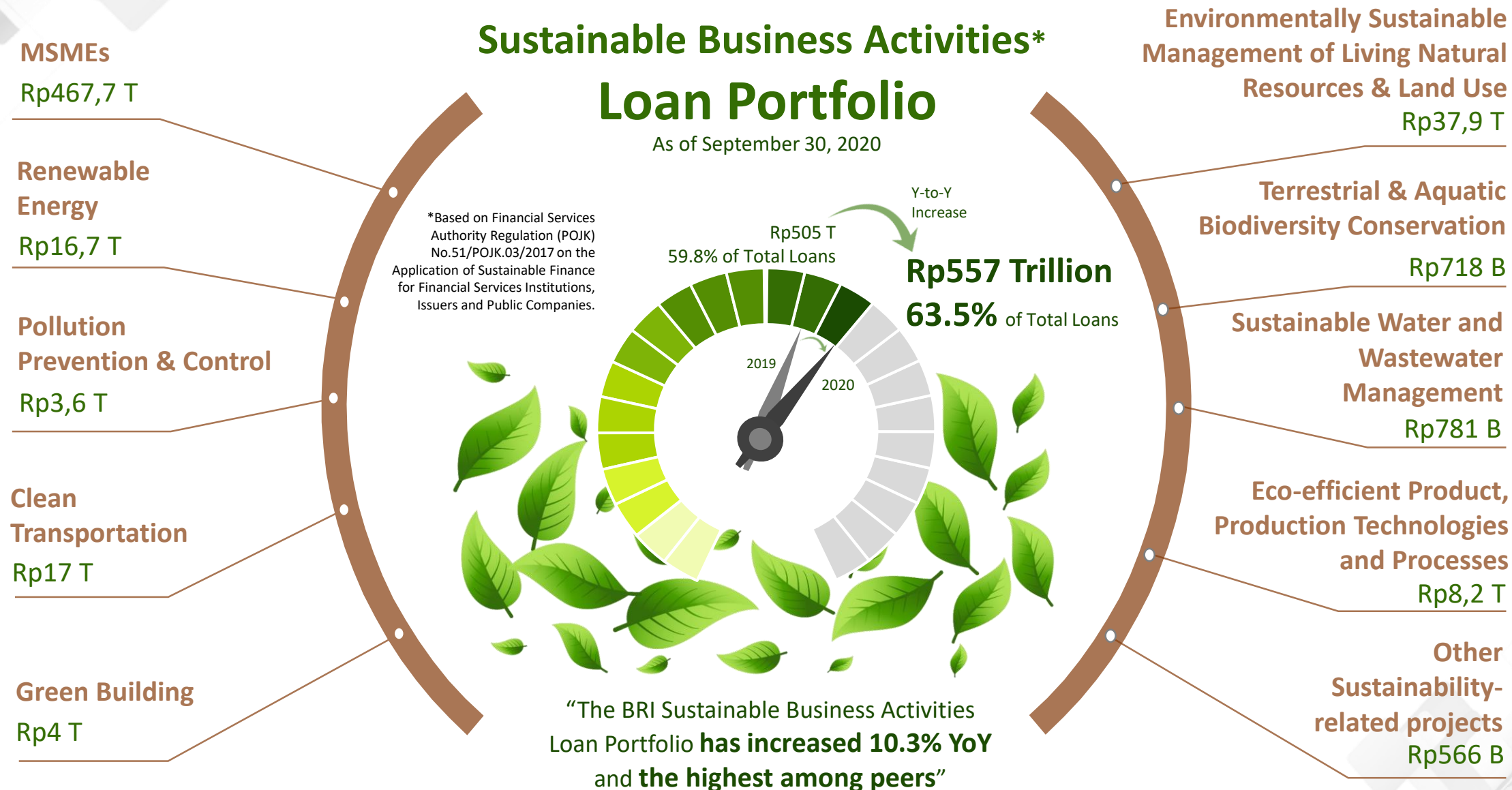
- Paperless Operations
 - **BRI Digital Office**
 - **BRISPOT or Digital Loan Mobile Application**
- Green IT Infrastructure
- Reuse, Reduce, Recycle

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)**



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 GLOBAL GOALS
For Sustainable Development

THE BOND SUPPORTS SDGs



8 DECENT WORK AND
ECONOMIC GROWTH

Decent Work and Economic Growth

- Job creation supported by Micro Loans



10 REDUCED
INEQUALITIES

Reduced Inequality

- Job creation by targeting micro start-ups entrepreneurs



11 SUSTAINABLE CITIES
AND COMMUNITIES

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

ESG RATING

A

OVERALL SCORE

5.3

Increased from 5.2 in 2019

Updated on August 25, 2020



Now a Part of **S&P Global**

DJSI SCORE

42

Increased from 23 in 2018

PERCENTILE RANK

49th

Increased from 11th in 2018

Updated in November 2019



SUSTAINALYTICS

ESG RISK RATING

MEDIUM RISK

ESG RISK SCORE

27.7

Updated on December 20, 2019



PURPOSE

POLICIES

PROCESSES

PEOPLE

PRODUCTS

PORTFOLIO

Updated in 2019



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



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



SUPPORTING THE GOVERNMENT TO ACHIEVE SDGs



1 NO POVERTY
BRI has disbursed Rp328.8 T Micro and Ultra Micro Loans (or equal to 37.5% of total loans) to 10.8 Million borrowers



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



3 GOOD HEALTH AND WELL-BEING
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.)



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



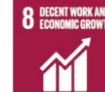
5 GENDER EQUALITY
BRI has disbursed Subsidized Ultra Micro Loans (KUR Super Mikro), that is prioritized productive housewives.



6 CLEAN WATER AND SANITATION
BRI has disbursed loans to sustainable water and wastewater management projects.



7 AFFORDABLE AND CLEAN ENERGY
BRI has disbursed loans to renewable energy projects.



8 DECENT WORK AND ECONOMIC GROWTH
The BRI micro loans has created jobs for micro business entrepreneurs



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
The BRILink system has created new sustainable business opportunities for BRI Micro Borrowers.



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



11 SUSTAINABLE CITIES AND COMMUNITIES
The BRI Sustainability Bond has provided access to affordable houses, financed the LRT Jakarta and the Green Building Projects



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



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



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



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











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



SUBSIDIARIES

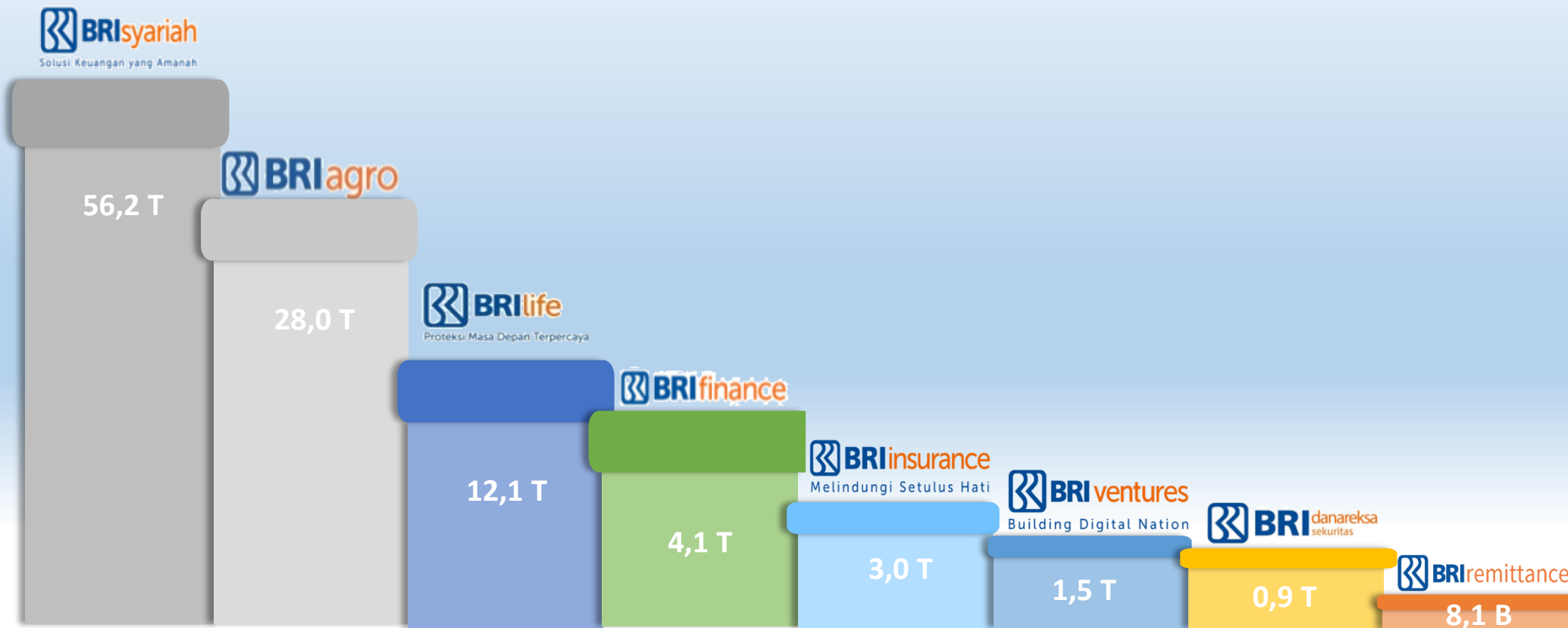
SUBSIDIARIES — Shares >50% and as a controller stake

 <p><i>To be the leading sharia bank in Indonesia by focusing on consumer and SME segment</i></p>	<p>Go Public 2018</p> <p>73.00%</p> <p>Shares Ownership</p>	 <p><i>To be a strong financial services company by connecting business between Indonesia and Hong Kong</i></p>	<p>100%</p> <p>Shares Ownership</p>
 <p><i>To provide financial solution in agribusiness in Indonesia by building a digital platform for agriculture ecosystem</i></p>	<p>Go Public 2003</p> <p>87.10%</p> <p>Shares Ownership</p>	 <p><i>Become one of the most valuable securities house in Indonesia</i></p>	<p>67.00%</p> <p>Shares Ownership</p>
 <p><i>To be the top 5 Player Based on Market Share GWP in 2023</i></p>	<p>91.00%</p> <p>Shares Ownership</p>	 <p><i>To be the leading Venture Capital in financial technology and beyond</i></p> <p>Building Digital Nation</p>	<p>99.97%</p> <p>Shares Ownership</p>
 <p><i>Enter the multifinance with asset above Rp 10 Trillion with focus on consumer financing</i></p>	<p>99.78%</p> <p>Shares Ownership</p>	 <p><i>To be the top 5 general insurance in Indonesia in 2024 by focusing on micro, applying advanced digital tech, and customer centric</i></p> <p>Melindungi Setulus Hati</p>	<p>90.00%</p> <p>Shares Ownership</p>

PARTICIPATION — Shares <50%

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

Subsidiaries's Total Asset Rp 105,9 T





KEY TAKEAWAYS

- 1 ERP Implementation has given positive impacts for both borrowers and BRI
- 2 Loan restructuring trend is flattening with manageable credit risk
- 3 Loan disbursement recovers driven by Micro & Small segment
- 4 NIM has bottomed out supported by recovering loan disbursement and lowering COF
- 5 Other Operating Income grew strong supported by FBI and Treasury Gain
- 6 Adequate provision provides cushion to anticipate Covid-19 impact
- 7 Strong capital condition provides room for higher DPO



GUIDANCE 2020

Loan Growth	: ±5%
LDR	: ±85% (before: 90% ±2%)
NIM	: ±5,7% (before: ±5,5%)
Fee Income Growth	: ±8% (before: ±7%)
OPEX Growth	: ±9%
NPL	: ±3% (include OJK Relaxation)
Credit Cost	: ±3,2% (before: ±3,5%)



OTHERS



The Most Valuable Bank in SEA & Home to The Best Talent

Micro

**Growing and
developing the
micro business**

SME

**Becoming leading
SME Bank in
Indonesia**

Consumer

**Maintaining market
leadership in salary
based loan & other
consumer loans**

Corporate

**Improving
profitability of the
corporate banking
unit**

Subsidiaries

**Increasing
contributions from
subsidiary
companies**

Human Capital

**Implementing
Performance Driven
Culture**

IT

**Improving IT
Capacity, and IT
Governance**

Channel

**Increasing efficiency
and productivity**

Risk

**Strengthening risk
management
culture**

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



Zulnahr Usman*

Independent
Commissioner



R. Widyo Pramono*

Independent
Commissioner



Hendrikus Ivo

Independent
Commissioner



Rofikoh Rokhim

Independent
Commissioner



Dwi Ria Latifa*

Independent
Commissioner

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

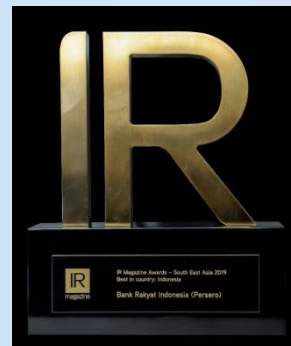
BOARD OF MANAGEMENT



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



**Best of The Best Company – Forbes
Indonesia**



**Best in Country Indonesia –
IR Magazine Awards South East Asia**



**The Best CSR in Asia Money Awards –
Asia Money**



**The Best Bank for supporting MSME
for Bank In Category BUKU 3 & 4 –
Bank Indonesia**



**Best CEO
Best CFO
Best Investor Relations Company 2019 –
Corporate Governance Asia**



**ASIAN BANKER 2019 DUBAI Best Retail
Bank in Indonesia
ASIAN BANKER 2019 DUBAI Best Digital in
Indonesia
Best Managed Bank –
Asian Bankers**



**Indonesia Most Trusted Company –
Indonesian Institute for Corporate
Governance (IICG)**



**IDX Channel Award: The Best
Millennials Investor Choice –
IDXChannel**



THE MOST EXTENSIVE AND LARGEST NETWORKS

Branchless Network	2015	2016	2017	2018	2019	1H'20
Brilink Agents	50.259	84.550	279.750	401.550	422.160	434.364

9M'19	9M'20	YoY
380.461	466.864	22,7%



Branchless Network	2015	2016	2017	2018	2019	1H'20
Head Office	1	1	1	1	1	1
Regional Offices	19	19	19	19	19	19
Branches	467	467	468	468	467	467
Sub Branches	603	609	610	609	611	611
BRI Units	5.360	5.380	5.382	5.381	5.382	5.382
Cash Offices	983	984	992	964	952	938
Teras BRI	2.543	2.545	2.536	2.069	2.049	2.014
Teras Mobile	636	638	638	136	137	137
Payment Point	25	35	38	50	54	52
Total	10.637	10.678	10.684	9.697	9.672	9.621

9M'19	9M'20	YoY
1	1	-
19	19	-
468	467	(1)
610	611	1
5.381	5.382	1
959	549	(410)
2.061	1.931	(130)
136	136	-
50	397	347
9.685	9.493	(192)



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

E-channel	2015	2016	2017	2018	2019	1H'20
ATM	22.792	24.292	24.684	22.684	19.184	18.567
EDC	187.758	257.712	302.921	284.425	204.386	204.386
CRM	892	1.392	1.992	2.609	3.809	3.809
e-Buzz	57	57	57	57	57	57
Total	211.499	283.453	329.654	309.775	227.436	226.819

9M'19	9M'20	YoY
20.846	18.424	(2.422)
206.713	196.746	(9.967)
3.209	3.809	600
57	57	-
230.825	219.036	(12.961)



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

International & Domestic Ratings

Fitch Ratings

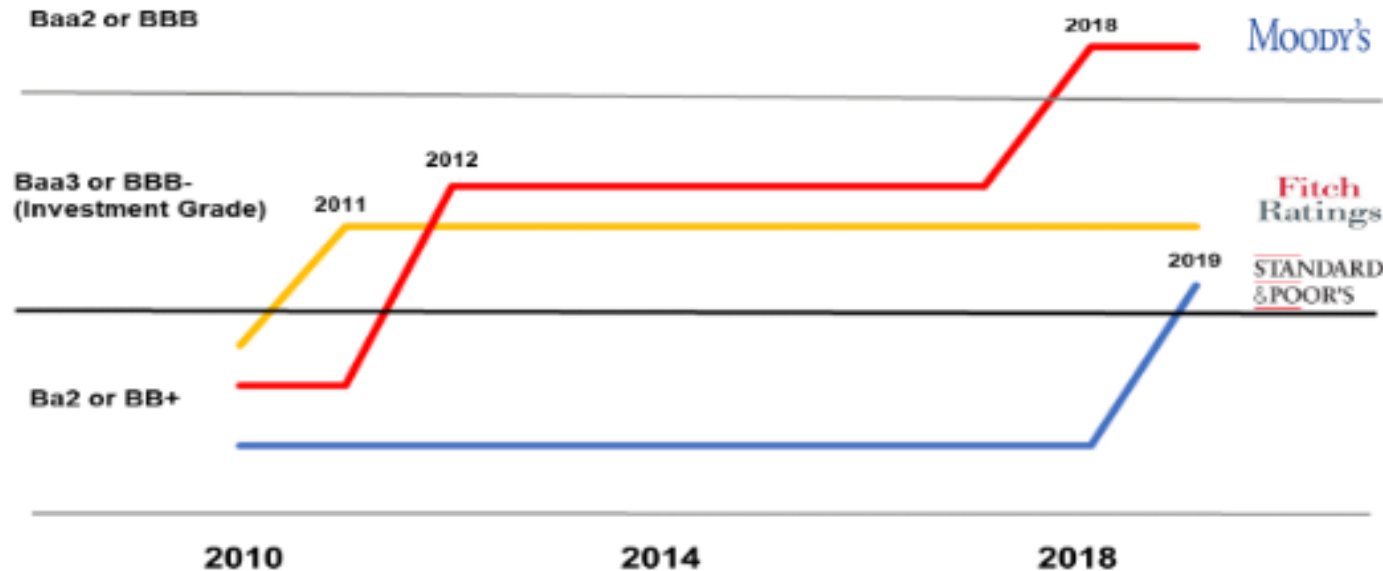
- Long Term Foreign Currency IDR : **BBB-, Stable Outlook**
- Short Term Foreign Currency IDR : **F3**
- Support Rating Floor : **BBB-**
- Support Rating : **2**
- Viability Rating : **BB-**
- National Long-Term Rating : **AA+ (idn), Stable Outlook**
- Rupiah Subordinated Debt : **A+ (idn)**
- Senior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

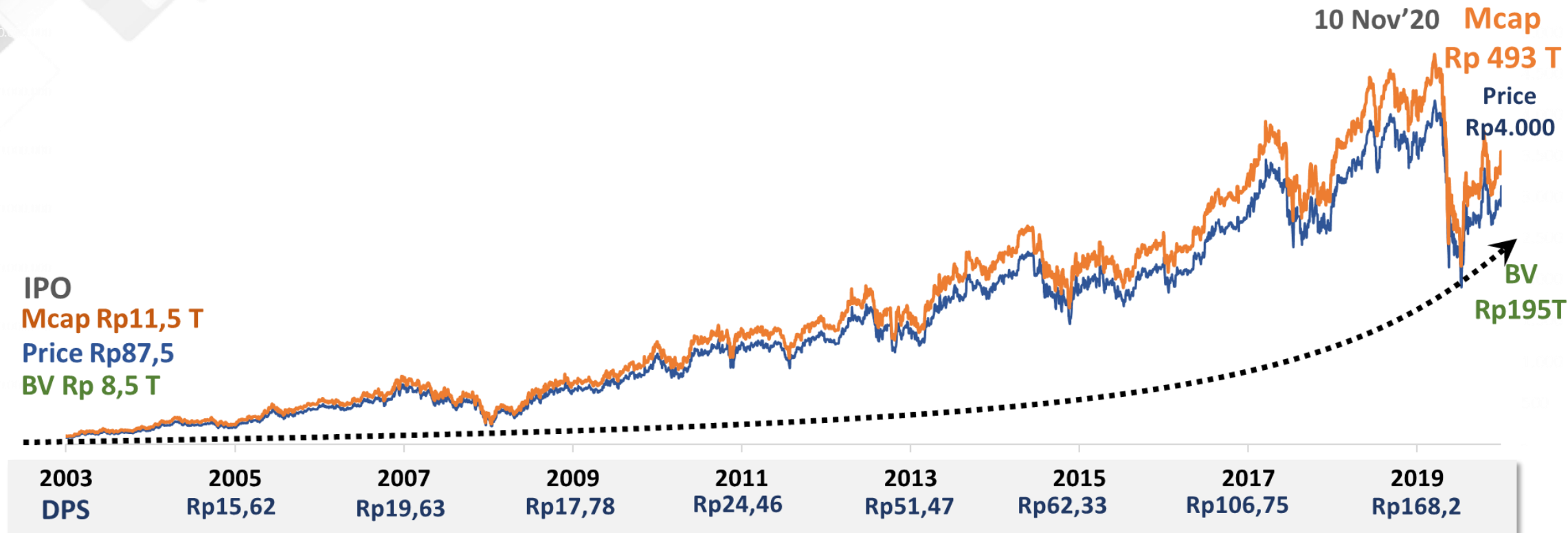
- Outlook : **Negative**
- Issuer Credit Rating : **BBB-**
- Stand-Alone Credit Profile (SACP) : **bbb-**



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



- National Rating : **id AAA, Stable Outlook**



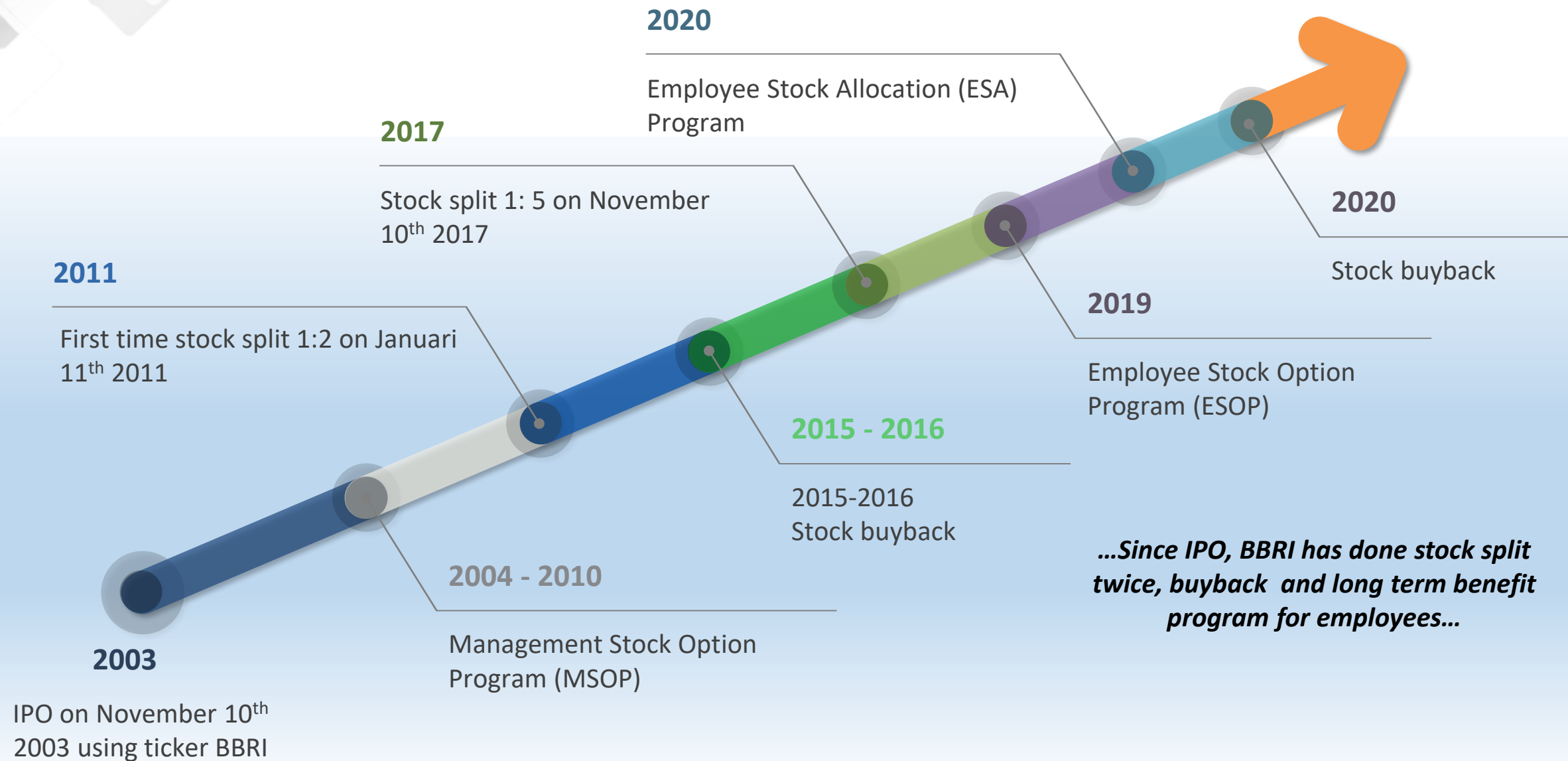
Shareholders Composition

Shareholder	2003	2014	2015	2016	2017	2018	2019	Sep '20
Government	59,50%	56,75%	56,75%	56,75%	56,75%	56,75%	56,75%	56,75%
Public	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%	76,22%
Domestic *)	20,90%	17,51%	21,88%	19,88%	15,67%	20,52%	19,31%	23,78%

BBRI Market Cap Rank in South East Asia Bank



BBRI OVER THE YEARS – Shares Action



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