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CEO MESSAGE

XIBRI

Strengthening Resilience, Securing Strong and Sustainable Growth



Sunarso, CEO

The Covid-19 handling in Indonesia has shown positive development, allowing the government to gradually relax the Community Activity Restriction and thus drive the economic activities to increase. The economy is recovering as reflected in increasing exports, consumption and investment activities. We expect the economy to continue to improve as shown by the increasing trend of Indonesia's Purchasing Managers' Index (PMI), Consumer Confidence Index (CCI), and MSME Business Index in September 2021.

In line with the economic recovery, BRI was able to manage the second-wave covid-19 impact and showed solid performance. Top line growth is recovering, supported by loan especially in micro segment, which has pushed micro loan composition to 40.8%. Through aggressive cost efficiency programs, we have managed to achieve Cost of Fund at all-time low. The recovering top line and cost efficiency have been the main drivers of solid profitability in the third quarter of 2021. In terms of loan quality, even though Loan at Risk continues to decline, we keep our focus on managing our loan quality, especially SML and NPL. We continue to **strengthen our resilience** in doing business during the uncertainty due to the pandemic situation through, among others, adequate provisioning and selective growth strategy.

I would like to point up that BRI continues to commit to secure strong and sustainable growth, moving towards becoming the Champion of Financial Inclusion. This bold aspiration will be supported through the establishment as well as integration of Ultra Micro Ecosystem, micro business innovation and development, re-inventing distribution channel and digital transformation, strengthened with performance-driven culture as part of our culture transformation.

On September 13, 2021, we have completed our first initiative to establish The Ultra Micro Holding Company (UMi Holding), an integration between BRI, Pegadaian, and PNM. This initiative was carried out through Rights Issue mechanism and successfully completed with 101.53% subscription (over-subscribed). We thank all our stakeholders for the continued support from the start of this project. The Rights Issue was the first step, but nonetheless, an important milestone of a broader plan to fully combine the three entities, leverage their unique capabilities, and ultimately realize all the synergies and potentials of the UMi Holding. The establishment of UMi Holding is also encompassed in our ESG strategy through fixing new sources of growth as well as building up our micro and ultra micro customer base including underprivileged women, to finally ensure BRI's business sustainability.

We are now in the first-year integration with aim to set up the foundations that focuses on developing and fine-tuning the Co-location and Umi Corner to discover more UMi integration synergies going forward. Our next steps to becoming the Champion of Financial Inclusion will be supported by innovative micro business transformation through business process strengthening, product rejuvenation, and new business model development. We will also implement the network and digital transformation to achieve more productive and efficient business in the future. With these strategy and initiatives, we believe that the UMi Holding will be able to deliver both economic and social values, not only for the three entities, but also the micro and ultra micro entrepreneurs as part of the UMi Ecosystem.

When all is said and done, we believe that the UMi Holding, which is part of our strategy to Secure Strong and Sustainable Future Growth, is a testament of our commitment to continuously creating and delivering sustainable values to all stakeholders, and part of our Employee Value Proposition: "Delivering Value for Indonesia".

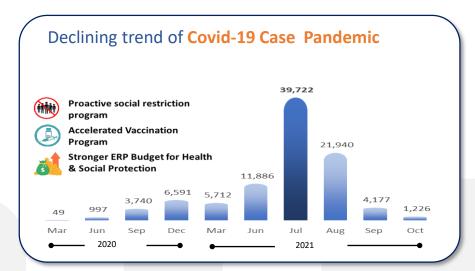


9M'21 HIGHLIGHTS

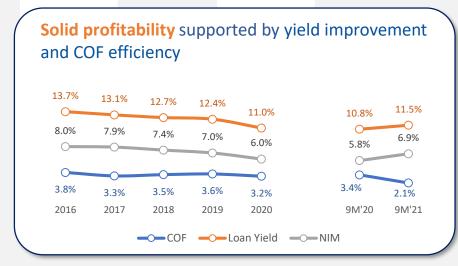


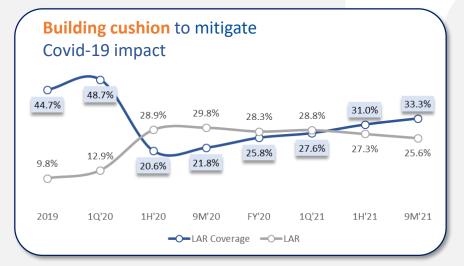
Strengthening Resilience, Securing Strong and Sustainable Future Growth













RIGHT ISSUE HIGHLIGHT



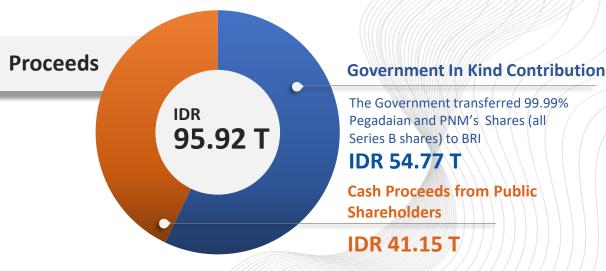
The Ultra Micro Holding Company (UMi Holding) was officially established on September 13, 2021, through the transfer of the Government's shares in Pegadaian and PNM to BRI marked by the signing of the Deed of Capital Contribution In Kind (Inbreng)

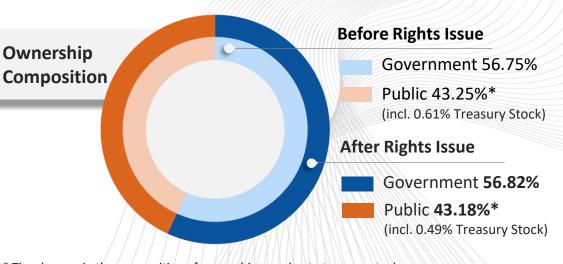
The Establishment of Ultra Micro Ecosystem





Oversubscribed





^{*} The changes in the composition of ownership was due to treasury stock that did not include in the Rights Issue







COVID CASES AND VACCINATION PROGRESS



Vaccination rollout

vaccination target of

country with the best

Indonesia became a

Covid-19 recovery

index in South East

Asia in September

Indonesia is setting

strategies toward a

"new normal" for

Covid-19 endemic

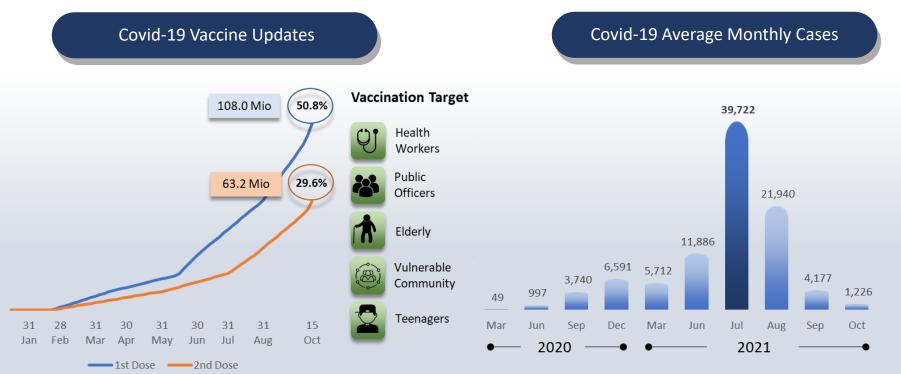
2021

since Jan 2021

Indonesia sets

70% in 2021

Declining covid-19 cases supported by aggressive vaccination program



Emergency PPKM

3 Jul - 20 Jul 2021

As of 25th Oct '21

96.3% Recovery Rate

3.4% Fatality Rate

Active Covid-19 Cases Rate

Social Restriction **Timeline**



Large Scale

Social Restriction (PSBB)

PSBB Transition

Oct 2020

Micro-Scale PPKM 9 Feb - 2 Jul 2021

Community Activities

Restriction (PPKM)

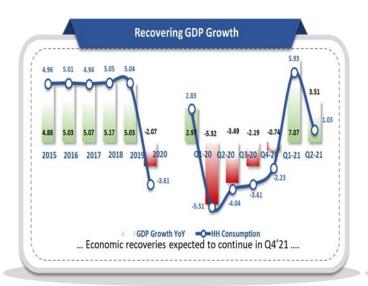
PPKM Lv. 1-4 21 Jul - 4 Oct 2021

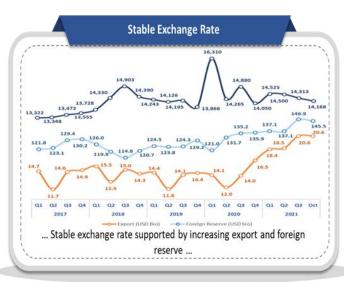


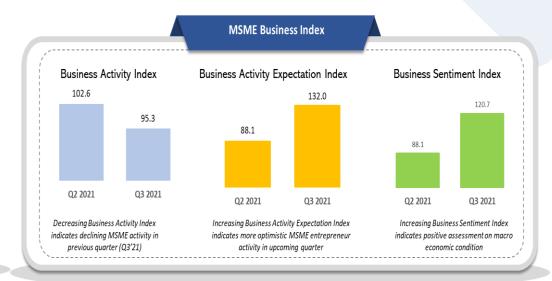
MACRO ECONOMY

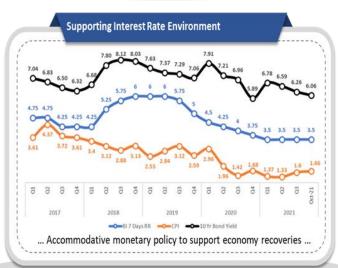


Positive Economic Growth Is Expected to Continue In the Next Quarter

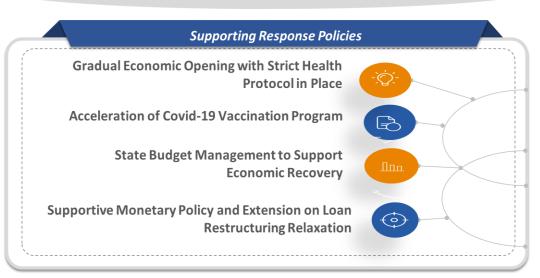












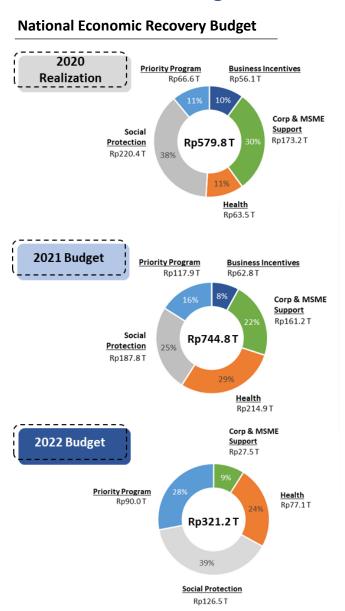
Source: BPS, BI, Bloomberg



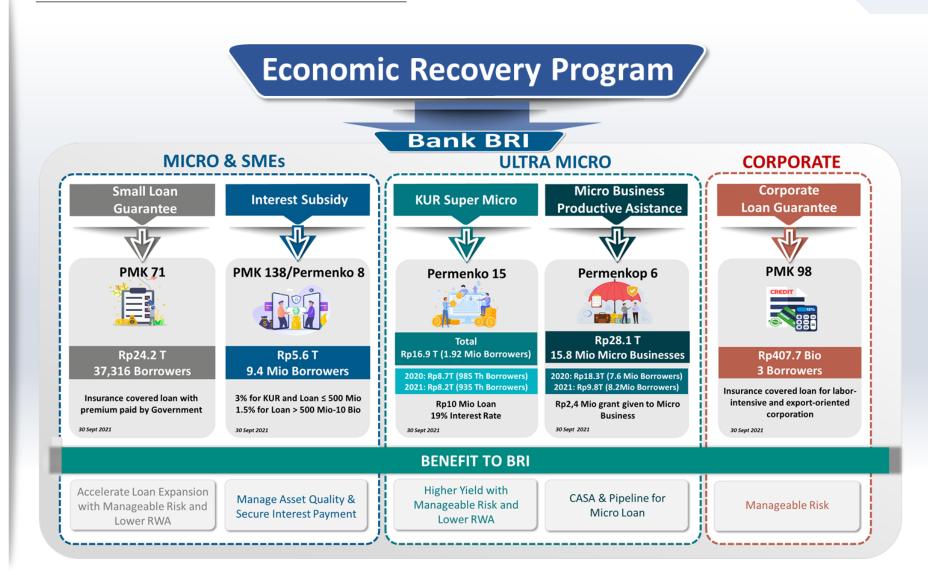
ECONOMIC RECOVERY PROGRAM



Sustain Budget Allocation to Accelerate The Economic Recovery



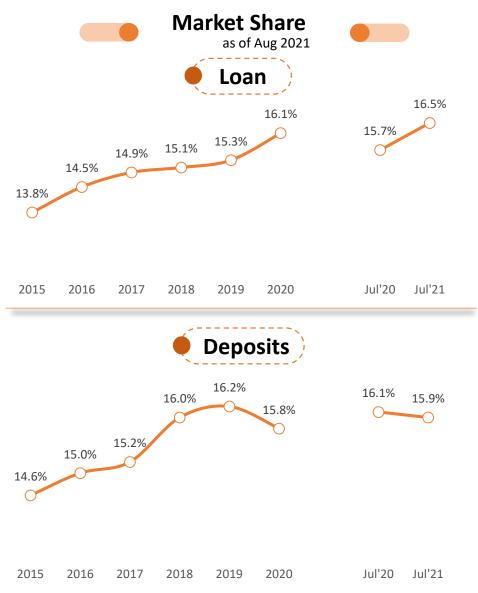
Economic Recovery Program Implementation in BRI

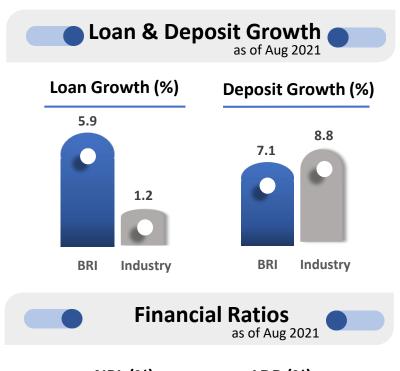


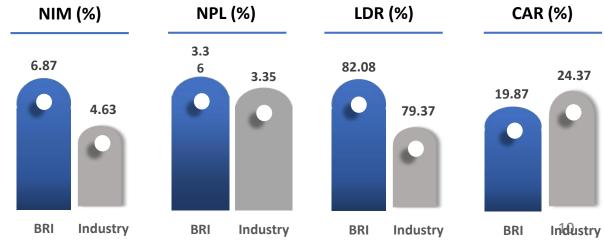


BRI vs INDUSTRY









Source: Indonesian Banking Statistic - OJK & BRI Performance Report





BRI INVESTMENT PROPOSITION





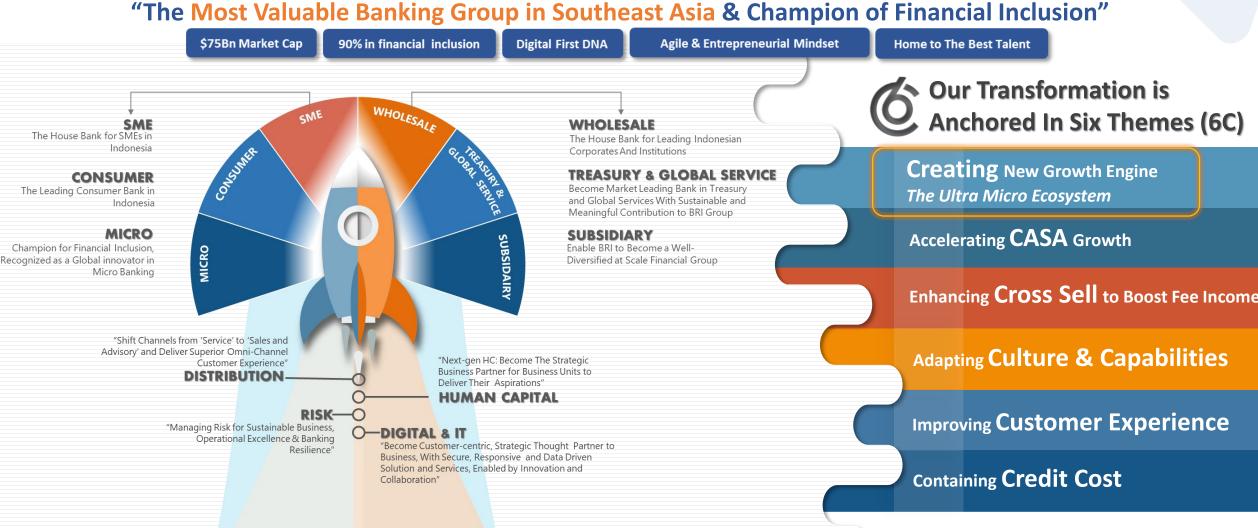


SECURING STRONG AND SUSTAINABLE FUTURE GROWTH





"The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion"





LEADING AND WELL-POSITIONED TO SERVE MICRO BANKING





BRI Micro Banking Highlights



Large Customer Base

- +12,8 million borrowers
- +120 million depositors



Comprehensive Product Offerings

Lendings:

- Collateralized Commercial Loans (Kupedes)
- Consumer Loans (Briguna Micro)
- Uncollateralized Govt' Subsidized Loans (KUR Micro & KUR Super Micro)
- Uncollateralized Comm Loans (Kupedes Rakyat)

Savings: Simpedes, Time Deposit

Insurance:, Life and health insurance., General insurance



Community-based **Business Model**

From Locals to Locals: Micro banking employees (from salesforces to the head of BRI Units) are from local community to build trust with local customers and support local development.



Extensive Banking Networks

5,238 BRI Units **474,704** BRILink Agents **1,761** Teras BRI



Experienced Loan Officers

+27.000 Loan Officers or Mantri that also act as financial advisors to the borrowers



Digitized Business Process

BRISPOT Micro (Loan Underwriting App) BRILink Mobile (App for Brilink Agents)



Micro Payment Ecosystem

Pasar ID (Payment ecosystem for traditional market merchants and buyers)

Stroberi (Integrated electronic transaction solutions for micro entrepreneurs)

Well-Positioned to Serve Micro Banking

Corporation

- c.5.5k businesses
- Price sensitive and has easy access to capital markets and banking

Medium

- 60k businesses with assets. >IDR500mn - IDR10bn and sales >IDR2.5bn - IDR50bn
- Limited production and distribution
- High NPL

Small

- c.785k businesses with assets >IDR50-500mn and sales
- >IDR300mn IDR2.5bn
- Micro & Ultra-Micro
- Total c.62mn businesses, including ~57mn businesses eligible for ultra micro loans
- Access to group loans or KUR only
- Limited players in this segment

₹₹BRI

₹₹

Pegadaian PNM

Mass Micro and Ultra-Micro

Corporate

ium

Small

Prem

ium

Middle

+7k Micro Outlets(1)

+470K **BRILink** Agents

+27k Micro Financial Advisors

₹₹

Pegadaian

⊠BRI

1 HNWI

- 129k people with assets of USD500bn
- 50% family-owned businessmen and conglomerates, 15% investors

Premium

- c.1.1mn people with assets >IDR500mn
- · Fairly small market, but contributes significantly to to financial industry in Indonesia

Middle Class

- · c.90mn people with assets of IDR50mn - IDR500mn
- · High knowledge of products and services

4 Micro & Ultra-Micro

- Ample knowledge of basic savings product
- Start using digital banking technology

Ultra Micro

- Mostly reliant on informal funding
- · BRI, BPRs dominant in this

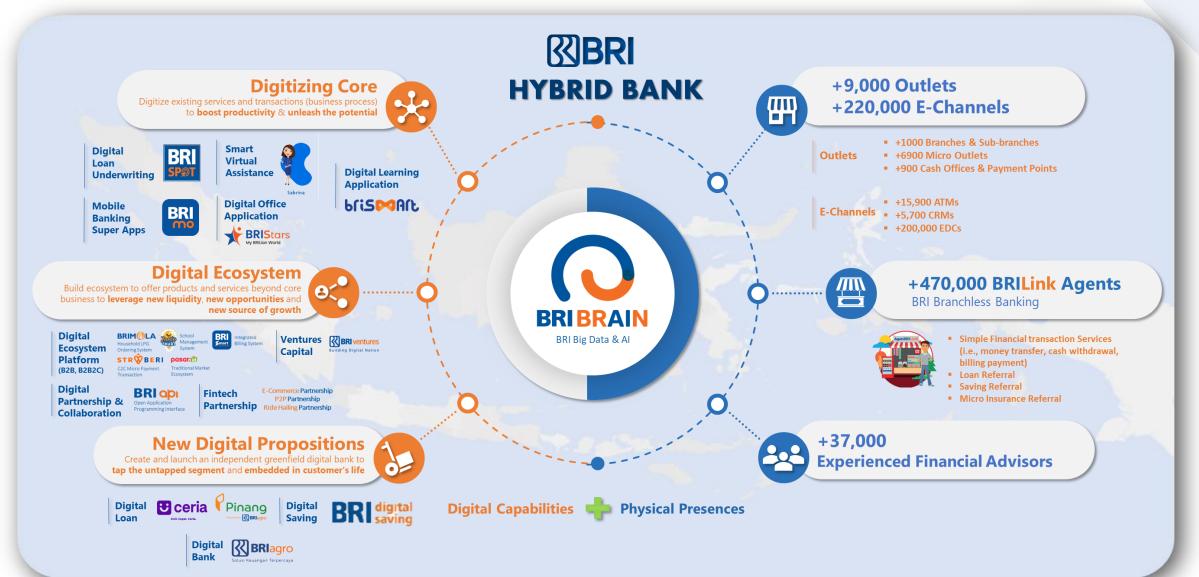
Source: BRI's public filings Micro outlets include BRI Unit and Teras BRI.



HYBRID BANK BUSINESS MODEL

Serving the customers through physical and digital presences







FIRST MOVER IN ESG IMPLEMENTATION

Ensuring Company's Business Sustainability



• First Mover on Indonesia Sustainable Banking

Serving as The Chairman of Indonesia Sustainable Finance Initiatives

Indonesian Bank with The Largest Loan Portfolio to Sustainable Businesses

The First Southeast Asian Bank Issued Sustainability Bond

Contributing to achieve financial inclusion, MSMEs empowerment and gender equality through the establishment of Ultra Micro Ecosystem

Strengthened ESG Governance by Establishing ESG Committee

Constituent of Indonesia ESG Leader Index

Sustainable Business Activities*





the highest among peers"

BRI has adapted international ESG Reporting Standards

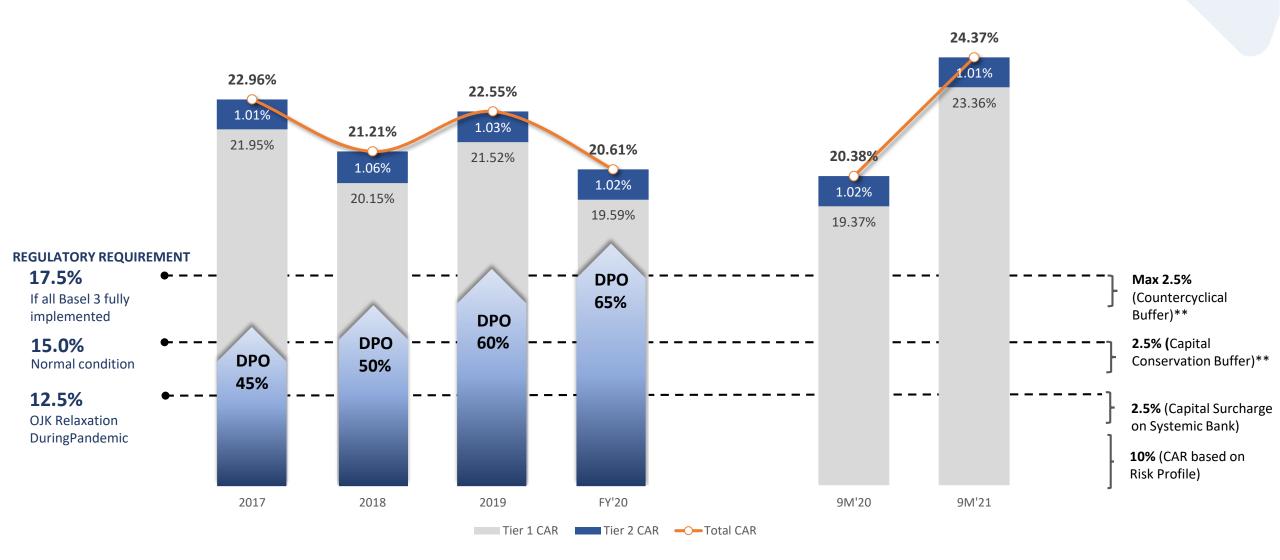


STRONG CAPITAL POSITION



WBRI

Supporting Future Growth and Delivering Optimum Shareholder's Value





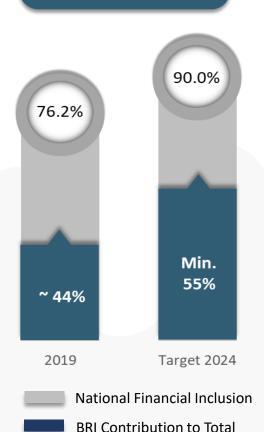




THE CHAMPION OF FINANCIAL INCLUSION



Financial Inclusion



National Financial Inclusion

O1 Government has target to increase national financial inclusion to 90% in 2024

As of 2019, BRI contributed ~44% to total national financial inclusion of ~76%. Along with the establishment of UMi ecosystem, continuous innovation and transformation, BRI will be able to contribute min 55% out of 90% in 2024.

"Road to Become The Champion of Financial Inclusion"



02



The Establishment of Ultra Micro Ecosystem, Unlocking New Source of Growth



20

(As of Sep 2021)





Market Leader in Indonesia Micro Banking

IDR 379.7 Tn Micro Lending to more than 12 million borrowers IDR 338.0 Tn Deposit to more than 120 million customers +6.900 micro-outlets and +470,000 BRILink Agents +27,000 micro financial advisors ("Mantri")



One of Market Leader in Indonesia Group Lending Business

IDR 30.9 Tn Financing to more than 10 million borrowers*

+3,600 outlets

+30,000 account officers

Focus to empower underprivileged women



Market Leader in Indonesia Pawn Lending Services

IDR 53.1 Tn loan to more than 8 million borrowers

+4,800 outlets

+1,700 Account Officers

*As of December 2020



02 WBRI

Strengthening The Core to Unleash Ultra Micro Ecosystem Potential

Post Integration Framework

Business Process Product Sharing Reengineering Alignment Resources Aligning products Simplify loan **Expanding service** underwriting process within 3 entities to range of PNM & Pegadaian optimize profitability **⊠BRI** Loan Underwriting Kupedes Co-Location (based on data analystics) **PNM** Device **ULamm** (Handphone) **UMI Corner** (integrated sales digital Pegadaian Application (BRISPOT UMI) platform, joint-acquisition Non Pawn Lending for 3 entities) Data Optimize cross-selling potential, customer acquisition

Post Integration Phase

Strengthen the core underlying capabilities (e.g., data integration, process engineering, underwriting, etc)

Set Up the Foundation

Current Phase

[1]

Year 1

- Set up Integration Management Office (IMO) team
- Kick-started expansion of customer points of access leveraging UMi holding network through colocation
- Develop digital acquisition sales platform
- Familiarize customers with the full product suite of BRI, Pegadaian and PNM

2 Strengthen

Year 2

Strengthen the core to ensure synergies realization

Scale Up & Sustain

Year 3

(3)

Scale up to achieve Indonesia's financial inclusion aspiration

Empowerment & Capacity Building

Analytics

Accelerating borrowers' graduation process Focus on basic literacy:

process, and strengthen underwriting process

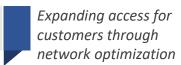
- 1. Financial Literacy 2. Digital Penetration
- 3. Digital Awareness Programs



Strengthen The Core to Unleash the Ultra Micro Ecosystem Potential











Co-Location Synergy

- Joint Branding, intensive marketing & integrated branch layout
- Wider customer access to UMI product
- Integrated customer journey



Phase 1 Update

UMI Holding has established 58 Co-Location outlets throughout Jawa and Lampung region, consists of

- 28 Senyum (BRI, Pegadaian & PNM)
- 4 BRI & Pegadaian Co-Location
- 25 BRI & PNM Co-Location
- 1 Pegadaian & PNM Co-location



Integrated digital sales platform for joint acquisition





Cross-Selling & Joint Acquisition Synergy

- BRI Micro Loan
- Pawn Lending
- Group Lending (Mekaar)
- Saving
- Gold Saving



Phase 1 Update

Currently UMI Corner has been piloted by more than ~ 450 BRI, Pegadaian and PNM's sales force that are located in the Co-Location Branch.



Utilise big data analytics and AI to optimize UMi database





Data Analytics Synergy

- Optimizing cross sell and customer acquisition process (Loan, Savings)
- Strengthen underwriting process



Phase 1 Update

Currently there are ~22 million customer's database identified based on measured parameter (i.e., personal information, business information, historical transaction)







Securing micro strong growth through pivot strategy and business innovation

Pivot Strategy during Pandemic

Sustain and Healthy Business Growth



New Portfolio Guidelines

- Business follow stimulus
- KUR as growth drivers
- Grow at selective sectors
- **New Business Protocols**
- Health & Safety Protocols
- Vaccination Program for Loan Officer primary loan

Strengthen Business Process

Boost Productivity and Efficiency

Loan Officer Revitalization

Mantri as Financial Advisor, Set up dedicated working area, Strengthen Career Development

Cross Selling

Optimizing micro business cross sell: lending, saving and beyond banking product (ie. micro insurance)

BRISPOT Enhancement

Sales Management, Monitoring & Evaluation, Cross Selling, Origination & Approval

BRIKODES

Big Data analytics to leverage business potential, strengthen risk management

Product Rejuvenation

Delivering more suitable product for customer's needs

KUPEDES Rejuvenation

- Kupedes with grace period scheme
- Kupedes with hybrid scheme (Kupedes Utama)
- Auto renewal Kupedes
- Pre-approval Kupedes loan

Rejuvenation

SIMPEDES BISA Micro Savings with investment and protection features

New Business Model

Capturing New Growth Potential

BRI Ultra Micro (UMi) Partner 33 (Mitra UMi Bri)

Re-define BRILink agent's roles as the acquisition and to empower ultra micro segment



MICRO HYPERLOCAL ECOSYSTEM

MICRO PAYMENT ECOSYSTEM

Develop micro payment ecosystem to capture micro transaction, boosting CASA and Fee Income





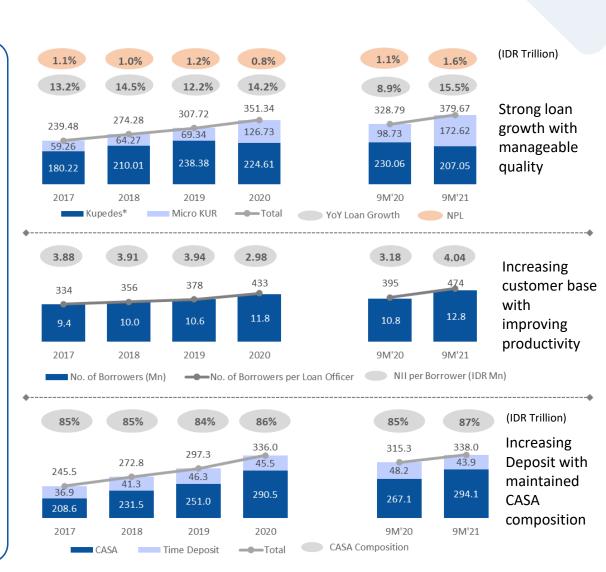


INTEGRATED COMMODITY CHAIN

Exploring new technology to captur growth potential in micro system



- Digital Ledger
- Market Bidding & Payment
- Digital Lending
- Suply Chain Tracking
- Block Chain Framework









Digitalize Business Process through BRISPOT, to Increase Productivity and Efficiency

Boost Productivity & Unleash The Potential

DIGITALIZATON

BEFORE

- Double work
- Variative Financial Assessment
- No Cross Selling Modul



AFTER

- All in one go
- Standardized Template
- **Build-in Cross Sell** Module

AUTOMATION

BEFORE

- **Manual Prescreening**
- Manual Disbursement
- Manually notify by loan officer



AFTER

- Automated Pre-screening
- **Automatic Disbursement**
- SMS & Email Notifications

SIMPLIFICATION

BEFORE

- Paper Based
- **Manual Mapping**
- Approval Process in 20 days



AFTER

- Less Paper
- Geo-tagging Technology
- Less in 1 day



..." WHAT'S ON BRISPOT?"...



+47.500 USERS (LOAN OFFICERS & **APPROVERS)**

+140



BRISPOT FEATURES BY SEGMENT

MICRO +65

SMALL +34

CONSUMER +43

BRISPOT Existing Features

Boost Productivity

Sales & Pipeline

IMPACTFULL

FEATURES

- Dashboard
- Profit and Loss Portfolio
- · Working Area Mapping
- · Portfolio Balancing · UMi Corner Integration BRILink Partnership

Increase Efficiency

- · Automated Pre-Screening
- Less Paper
- · All in one Application
- Pick Up Transaction
- · BRISURF Integration
- Online Loan Application Letter Register

Strengthen Risk Management

- Monitoring &
- Assistance
- Evaluation
- Early Warning System
- Monitoring Point to
 Loan Collection **Point**
 - KUR Limit Monitoring
- "Activity Today"





RIBRI 06

Digital Business Process, Easy Access to Banking Services

DIGITAL SAVING

...Create account anytime anywhere...



Web Browser

www.bukarekening.bri.co.id

BRIMo Apps

Digital Saving Onboarding Partners

i.e., Fintech, Ride Hailing, e-Commerce

BRIAPI

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.

Transportation Ecosystem

> Healthcare **Ecosystem**

BRIapi

BRI Virtual Account (BRIVA)

Balance Inquiry Money Transfer

BRIZZI

Direct Debit

Agri **Ecosystem**

Fintech & **E-Commerce**

Oil & Gas Ecosystem, Education Ecosystem, etc

Sales Volume **IDR108.0 T**

210.8% yoy

Transaction 159.5 Mio

127.5% yoy

386 Total Partners







Quick Approval











UB Tablet

Networks Transformation to Increase Productivity and Efficiency

End-to-end Branch Operating Model (Focus on CASA and Fee-based Income)

- Universal Banker with more dynamic role allocation
- Migration of 60-70% branch service and transactions to Self-Service Channels
- · Agile Branch Operating Model and develop techenabled sales tools

Customize New Branch Format

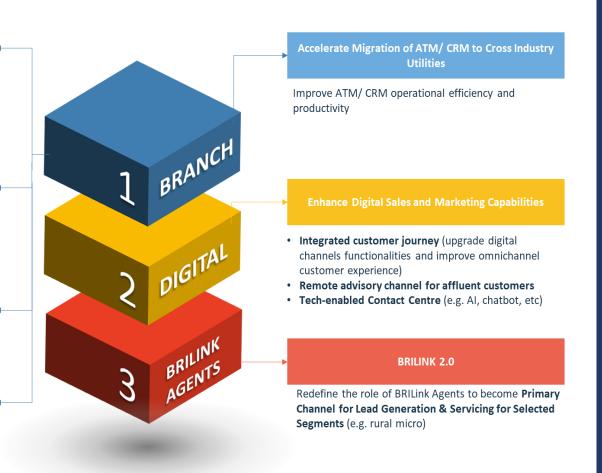
Customized branch format to align with customer segments and micro-market opportunities to improve branch productivity and brand positioning (Smart Branch, Flagship Branch and Community Branch)

Optimize Distribution Network Footprints

Optimization of the branch network footprint in line with unexplored micro market opportunities

Automate & Digitize Business Process

Enhance branch efficiency and customer experience through new business process (i.e. self service banking)





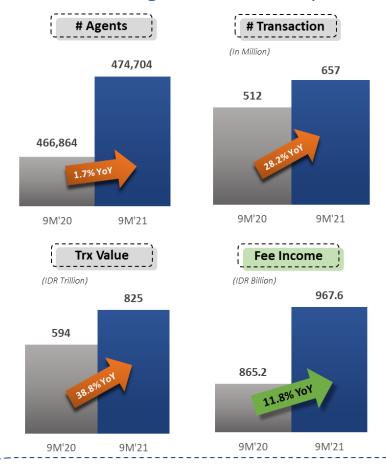
BRI 24 Jam



8 **WBRI**

NEXT

Branchless Banking Initiatives to Tap the Untapped



129.1 Thousand saving referrals (♠ 57.3% YoY)

211.6 Thousand loan referrals (♠ 188.7% YoY)

IDR 16.6 T CASA (♠ 49.4% YoY)

5,209 financial inclusion acquisition (+2,839 from Jun'21)

WHAT'S NEXT?

BRILINK 2.0

Redefining the role of BRILink Agents as primary channel to provide services to certain segment (Ultra Micro).

- O1 Strengthening the role as enabler for UMi Ecosystem and Mantri (Micro loan officer) Partnership
- O2 Act as business collaborator for O2O business of BRI Group and become center of community

WHAT WE HAVE DONE

Simple Financial Transaction

- Ultra Micro Payment (synergy with Pegadaian & PNM)
- Loan Installment
- Mobile Phone Voucher
- Cash Deposit & Withdrawal
- LinkAja Cash Withdrawal
- Bill Payment
- Money Transfer
- Cash Pickup







Performance Driven Culture to Promote Productivity in Optimizing Business Performance

BRI ONE CULTURE



System)

PERFORMANCE DRIVEN CULTURE

BRI One Culture will encourage performance driven culture which allows all employees to plan their own careers.

BUSINESS PERFORMANCE

Performance Driven Culture will boost productivity that will result in optimial performance



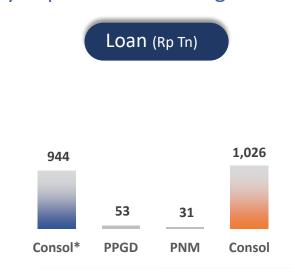


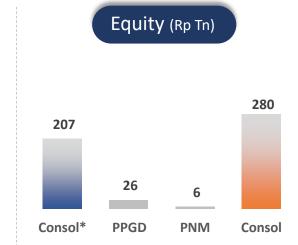
CONSOLIDATED PERFORMANCE HIGHLIGHT

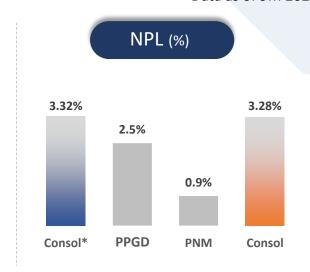


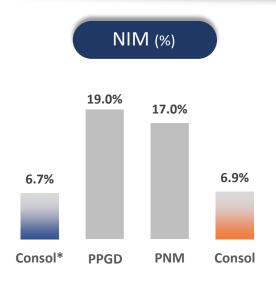
More room for profitability improvement through BRI Group Synergies

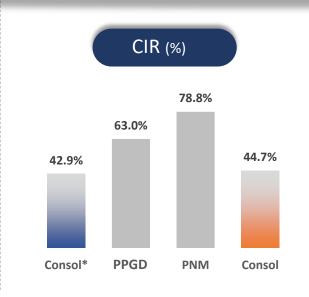


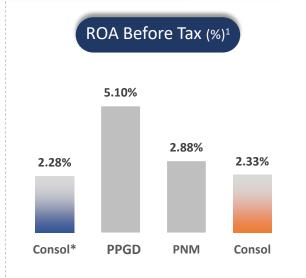


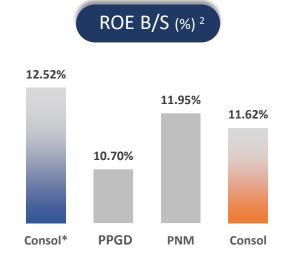












^{*}Before UMi Holding

¹ Calculated by Average Assets

² Using Average Total Equity



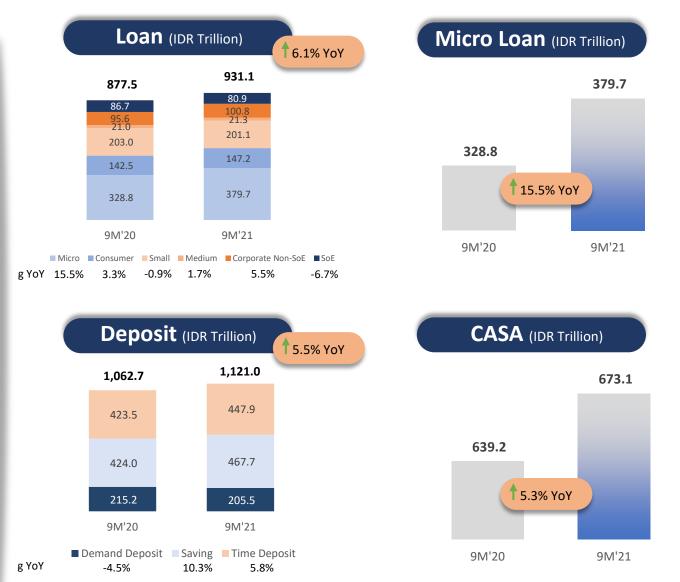
BALANCE SHEET HIGHLIGHT – BANK ONLY



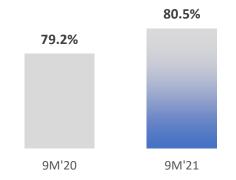
On Track Loan Portfolio Management along with Stable CASA Composition

Positive loan growth of 6.1% YoY was driven by Micro Segment which grew double digit of 15.5%. This led to increasing MSME composition of 80.5% in 9M'21 from previously 79.2% in 9M'20.

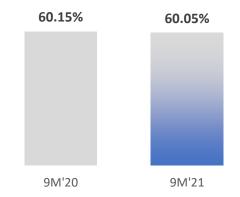
Deposit grew positive which mainly contributed by Savings growth of 10.3% YoY. In addition, CASA grew 5.3% YoY which drove CASA composition remain stable at ~60%



MSME Composition



CASA Composition





PROFITABILITY HIGHLIGHT — BANK ONLY



(IDR Trillion)

Solid Bottom Line Supported By Strong Top Line Performance



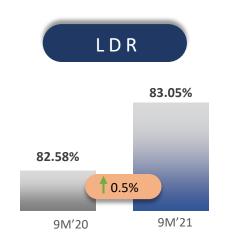


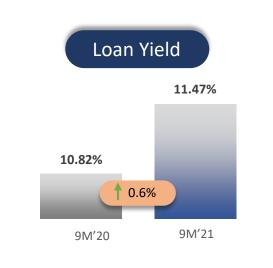


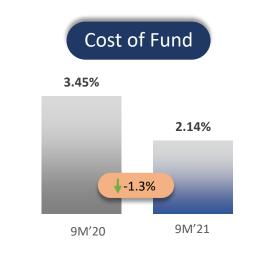
KEY RATIOS — BANK ONLY

Solid Performance across Major Metrics



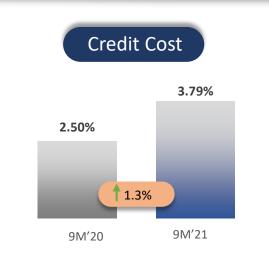


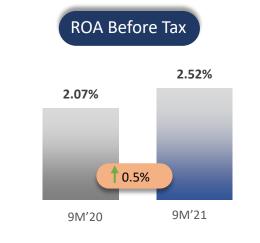


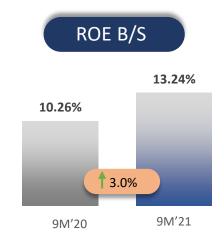












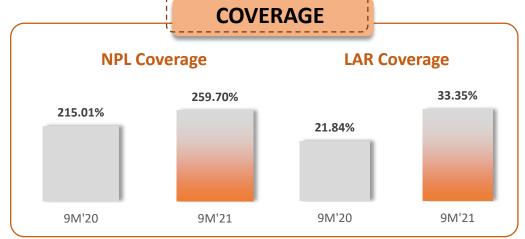


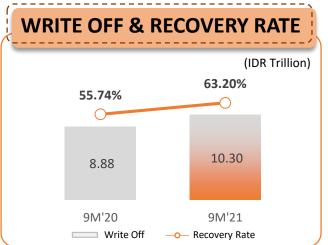
LOAN QUALITY – BANK ONLY



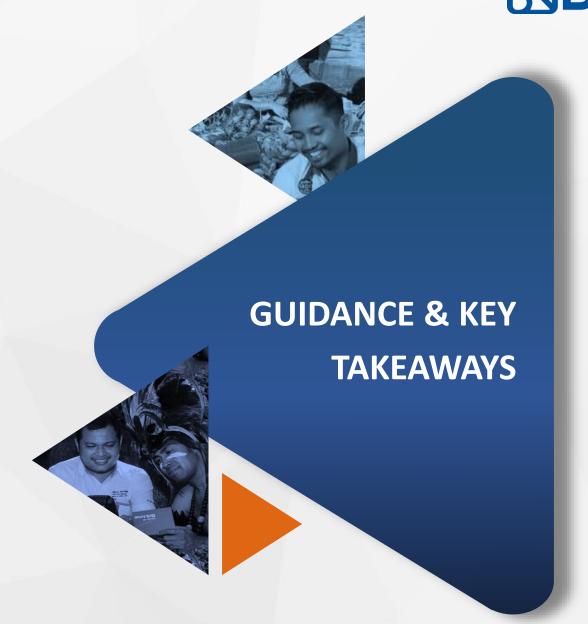
Declining Trend of LAR With Adequate Provisioning, yet Still Cautios on NPL And SML













2021 GUIDANCE



	Guidance	Actual	
		9M '21	
Loan Growth (YoY)	6% - 7%	6.1%	
LDR	±85%	83.05%	
NIM	±6.7%	6.86%	
Fee Income Growth (YoY)	±8%	8.3%	
OPEX Growth (YoY)	8% - 10%	9.0%	
NPL	3.3% - 3.5%	3.29%	
Credit Cost	3.5% - 3.7%	3.79%	





1	Recovering business performance post 2 nd wave pandemic
2	Improving loan growth drives by double digit micro loan growth
3	Declining trend of LAR with adequate provisioning, yet still cautious on NPL and SML
4	COF efficiency continues, reaching its lowest level
5	Solid net profit supported by improving top line performance
6	Strengthening the core to unleash The Ultra Micro Ecosystem potential











CONSOLIDATED FINANCIAL HIGHLIGHTS



		. 1								'	ווטווום אט
Description	2010	2020	1H'21	01420	004/24	g Yo\	1	g Qo(Չ	g YtD)
Description	2019	2020	1U 51	9M'20	9M'21	Nom	%	Nom	%	Nom	%
Asset/Liabilities											
Total Assets (IDR Billion)	1,416,759	1,511,805	1,450,907	1,447,848	1,619,772	171,924	11.9%	168,865	11.6%	107,968	7.1%
Total Loans (Gross) (IDR Billion)	903,197	938,374	929,402	935,347	1,026,424	91,077	9.7%	97,022	10.4%	88,051	9.4%
Total Deposits (IDR Billion)	1,021,197	1,121,102	1,096,445	1,131,928	1,135,305	3,377	0.3%	38,860	3.5%	14,203	1.3%
Asset Quality											
NPL (gross)	2.80%	2.99%	3.30%	3.12%	3.28%		0.2%		0.0%		0.3%
NPL (nett)	1.19%	0.87%	0.96%	0.87%	0.89%		0.0%		-0.1%		0.0%
NPL Coverage	154.63%	237.73%	254.84%	203.47%	252.94%		49.5%		-1.9%		15.2%
Liquidity											
CASA	57.70%	59.67%	59.56%	59.02%	59.60%		0.6%		0.0%		-0.1%
LDR ¹	88.45%	83.70%	84.77%	82.63%	83.27%		0.6%		-1.5%		-0.4%
Profitability											
Net Profit (IDR Billion)	34,414	18,660	12,540	14,154	19,070	4,916	34.7%	850	15.0%	-	-
NIM	6.73%	5.86%	6.75%	5.64%	6.95%		1.3%		0.2%		1.1%
Cost Efficiency Ratio (CER)	41.22%	47.51%	42.60%	51.08%	44.73%		-6.3%		2.1%		-2.8%
Operating Expense to Operating Income	72.08%	82.46%	79.44%	81.74%	79.07%		-2.7%		-0.4%		-3.4%
ROA before tax	3.28%	1.87%	2.25%	1.95%	2.33%		0.4%		0.1%		0.5%
ROE Tier 1	18.40%	10.48%	13.87%	10.81%	13.62%		2.8%		-0.2%		3.1%
Capital											
Tier1 CAR	21.65%	20.09%	18.97%	19.82%	23.54%		3.7%		4.6%		3.5%
Total CAR	22.77%	21.17%	19.98%	20.92%	24.54%		3.6%		4.6%		3.4%



CONSOLIDATED BALANCE SHEET



Description	2010	2020	411124	084120	004124	g Yoʻ	Y	g Qo	ρQ	g YtD	
Description	2019	2020	1H'21	9M'20	9M'21	Nom	%	Nom	%	Nom	%
Total Assets	1,416,759	1,511,805	1,450,907	1,447,848	1,619,772	171,924	11.9%	168,865	11.6%	107,968	7.1%
- Gross Loans	903,197	938,374	929,402	935,347	1,026,424	91,077	9.7%	97,022	10.4%	88,050	9.4%
- Other Earnings Assets	393,886	491,204	473,480	443,215	517,702	74,487	16.8%	44,223	9.3%	26,498	5.4%
Total Earning Assets	1,298,214	1,429,578	1,402,882	1,378,562	1,544,127	165,564	12.0%	141,244	10.1%	114,548	8.0%
Earning Assets Provision	(39,329)	(69,161)	(80,799)	(62,980)	(87,263)	(24,283)	38.6%	(6,464)	8.0%	(18,102)	26.2%
Total Earning Assets (net)	1,258,884	1,360,417	1,322,083	1,315,582	1,456,864	141,281	10.7%	134,781	10.2%	96,446	7.1%
Total Non Earning Assets	157,875	151,387	128,824	132,266	162,908	30,643	23.2%	34,084	26.5%	11,521	7.6%
Total Liabilities & S.E	1,416,759	1,511,805	1,450,907	1,447,848	1,619,772	171,924	11.9%	168,865	11.6%	107,968	7.1%
Total Customer Deposits	1,021,197	1,121,102	1,096,445	1,131,928	1,135,305	3,377	0.3%	38,860	3.5%	14,203	1.3%
- Demand Deposits	174,928	193,078	191,392	229,184	206,443	(22,740)	-9.9%	15,052	7.9%	13,365	6.9%
- Savings	414,333	475,848	461,702	438,914	470,156	31,243	7.1%	8,455	1.8%	(5,692)	-1.2%
- Time Deposits	431,936	452,176	443,351	463,830	458,705	(5,125)	-1.1%	15,354	3.5%	6,529	1.4%
Other Interest Bearing Liabilities	138,881	136,188	92,689	72,711	131,103	58,392	80.3%	38,414	41.4%	(5,085)	-3.7%
Non Interest Bearing Liabilities	47,897	54,603	61,570	48,542	73,082	24,540	50.6%	11,512	18.7%	18,479	33.8%
Tier I Capital	197,219	188,647	179,662	184,501	226,398	41,898	22.7%	46,536	25.9%	37,751	20.0%
Total Shareholder's Equity	208,784	199,911	200,203	194,668	280,283	85,615	44.0%	80,079	40.0%	80,371	40.2%



CONSOLIDATED INCOME STATEMENT



Description	2019	2020	1Q'21	1H'21
Interest Income	121,756	116,933	29,635	59,874
Interest Expense	(40,049)	(37,723)	(6,450)	(12,731)
Net Interest Income	81,707	79,210	23,185	47,143
Net Premium Income	1,011	882	466	585
Fee & Other Opr. Income	28,439	29,464	8,257	16,641
Gross Operating Income	155,569	152,605	39,588	79,621
Other Operating Expenses	(44,966)	(49,931)	(13,119)	(26,208)
Pre Provision Operating Profit	66,192	59,624	18,789	38,162
Provision Expenses	(22,760)	(32,850)	(9,819)	(21,792)
Non Operating Income (Net)	(68)	(49)	(0)	10
Profit Before Tax n Minor. Int.	43,364	26,725	8,970	16,380
Net Profit	34,414	18,660	6,860	12,540

084120	084124	g Y	oY	g Q	οQ
9M'20	9M'21	Nom	%	Nom	%
85,858	91,008	5,149	6.0%	895	3.0%
(29,809)	(19,317)	10,492	-35.2%	(305)	4.9%
56,049	71,690	15,641	27.9%	590	2.5%
1,039	742	(298)	-28.6%	37	30.6%
21,473	25,151	3,678	17.1%	125	1.5%
111,880	121,118	9,238	8.3%	1,463	3.7%
(38,732)	(41,860)	(3,128)	8.1%	(2,562)	19.6%
39,830	55,723	15,893	39.9%	(1,811)	-9.3%
(19,396)	(30,370)	(10,974)	56.6%	3,395	-28.4%
(24)	(44)	(21)	87.9%	(64)	-641.4%
20,410	25,309	4,899	24.0%	1,520	20.5%
14,154	19,070	4,916	34.7%	850	15.0%







BANK ONLY FINANCIAL HIGHLIGHT



2 1.0			411104	0.100	0.104	g YoY		g QoQ		g YtD	TEN BIIIION
Description	2019	2020	1H'21	9M'20	9M'21	Nom	%	Nom	%	Nom	%
Asset/Liabilities											
Total Assets (IDR Billion)	1,343,078	1,421,785	1,411,625	1,359,556	1,538,516	178,960	13.2%	126,891	9.0%	116,731	8.2%
Total Loans (Gross) (IDR Billion)	859,558	880,675	912,072	877,547	931,051	53,504	6.1%	18,979	2.1%	50,376	5.7%
Total Deposits (IDR Billion)	969,750	1,052,664	1,079,072	1,062,702	1,121,024	58,322	5.5%	41,952	3.9%	68,361	6.5%
Asset Quality											
NPL (gross)	2.62%	2.94%	3.27%	3.02%	3.29%		0.3%		0.0%		0.4%
NPL (nett)	1.04%	0.80%	0.93%	0.78%	0.86%		0.1%		-0.1%		0.1%
NPL Coverage	166.59%	247.98%	258.41%	215.01%	259.70%		44.7%		1.3%		11.7%
LAR	9.78%	28.26%	27.29%	29.77%	25.62%		-4.1%		-1.7%		-2.6%
LAR Coverage	44.65%	25.77%	30.96%	21.84%	33.35%		11.5%		2.4%		7.6%
Credit Cost	2.47%	3.28%	4.12%	2.50%	3.79%		1.3%		-0.3%		0.5%
Liquidity											
CASA	59.01%	61.00%	60.10%	60.15%	60.05%		-0.1%		-0.1%		-1.0%
LDR	88.64%	83.66%	84.52%	82.58%	83.05%		0.5%		-1.5%		-0.6%
RIM/MIR (Macroprudential Intermediary Ratio)	85.31%	80.03%	81.20%	80.05%	80.38%		0.3%		-0.8%		0.3%
LCR	229.98%	236.06%	239.01%	255.93%	231.48%		-24.5%		-7.5%		-4.6%
NSFR	136.17%	149.06%	141.16%	141.95%	137.14%		-4.8%		-4.0%		-11.9%
Profitability											
Net Profit (IDR Billion)	34,029	18,353	12,448	14,047	20,415	6,368	45.3%	2,193	38.0%	-	-
Cost of Fund (CoF)	3.58%	3.22%	2.18%	3.45%	2.14%		-1.3%		0.0%		-1.1%
NIM	6.98%	6.00%	7.02%	5.76%	6.86%		1.1%		-0.2%		0.9%
Yield Kredit	12.45%	11.00%	11.58%	10.82%	11.47%		0.6%		-0.1%		0.5%
Yield Aset Produktif	10.28%	8.77%	8.87%	8.75%	8.66%		-0.1%		-0.2%		-0.1%
Cost Efficiency Ratio (CER)	40.26%	46.60%	41.43%	50.04%	43.42%		-6.6%		2.0%		-3.2%
Operating Expense to Operating Income	70.10%	81.22%	78.30%	80.64%	76.37%		-4.3%		-1.9%		-4.9%
ROA before tax	3.50%	1.98%	2.38%	2.07%	2.52%		0.5%		0.1%		0.5%
ROE Tier 1	19.41%	11.05%	14.53%	11.43%	15.28%		3.8%		0.7%		4.2%
ROE B/S	17.77%	9.91%	12.90%	10.26%	13.24%		3.0%		0.3%		3.3%
Capital											
Tier1 CAR	21.52%	19.59%	18.62%	19.37%	23.36%		4.0%		4.7%		3.8%
Total CAR	22.55%	20.61%	19.63%	20.38%	24.37%		4.0%		4.7%		3.8%



BALANCE SHEET

(X)BRI

Solid Balance Sheet Performance amidst Pandemic

IDR Billion

Docerintion	2010	2020	1H'21	9M'20	9M'21	g Yoʻ	Y	g Qo	Q	g Ytl	
Description	2019	2020	1H 21	9101 20	SIVI ZI	Nom	%	Nom	%	Nom	%
Total Assets	1,343,078	1,421,785	1,411,625	1,359,556	1,538,516	178,960	13.2%	126,891	9.0%	116,731	8.2%
- Gross Loans	859,558	880,675	912,072	877,547	931,051	53,504	6.1%	18,979	2.1%	50,376	5.7%
- Other Earnings Assets	372,442	467,502	457,355	420,502	552,482	131,979	31.4%	95,127	20.8%	84,979	18.2%
Total Earning Assets	1,233,131	1,348,177	1,369,427	1,298,050	1,483,533	185,483	14.3%	114,106	8.3%	135,356	10.0%
Earning Assets Provision	(37,670)	(66,444)	(79,482)	(60,399)	(81,391)	(20,992)	34.8%	(1,910)	2.4%	(14,947)	22.5%
Total Earning Assets (net)	1,195,460	1,281,733	1,289,945	1,237,651	1,402,142	164,491	13.3%	112,196	8.7%	120,408	9.4%
Total Non Earning Assets	147,617	140,052	121,680	121,905	136,374	14,469	11.9%	14,694	12.1%	(3,677)	-2.6%
Total Liabilities & S.E	1,343,078	1,421,785	1,411,625	1,359,556	1,538,516	178,960	13.2%	126,891	9.0%	116,731	8.2%
Total Customer Deposits	969,750	1,052,664	1,079,072	1,062,702	1,121,024	58,322	5.5%	41,952	3.9%	68,361	6.5%
- Demand Deposits	167,843	183,002	189,305	215,173	205,457	(9,716)	-4.5%	16,152	8.5%	22,455	12.3%
- Savings	404,360	459,148	459,233	424,002	467,688	43,686	10.3%	8,455	1.8%	8,540	1.9%
- Time Deposits	397,547	410,513	430,535	423,527	447,879	24,353	5.8%	17,345	4.0%	37,366	9.1%
Other Interest Bearing Liabilities	135,752	134,912	90,376	71,974	69,095	(2,879)	-4.0%	(21,281)	-23.5%	(65,817)	-48.8%
Non Interest Bearing Liabilities	33,910	39,850	48,818	35,260	50,689	15,429	43.8%	1,870	3.8%	10,839	27.2%
Tier I Capital	187,012	174,757	173,159	170,426	221,387	50,962	29.9%	48,229	27.9%	46,630	26.7%
Total Shareholder's Equity	203,665	194,359	193,358	189,619	297,708	108,089	57.0%	104,350	54.0%	103,349	53.2%

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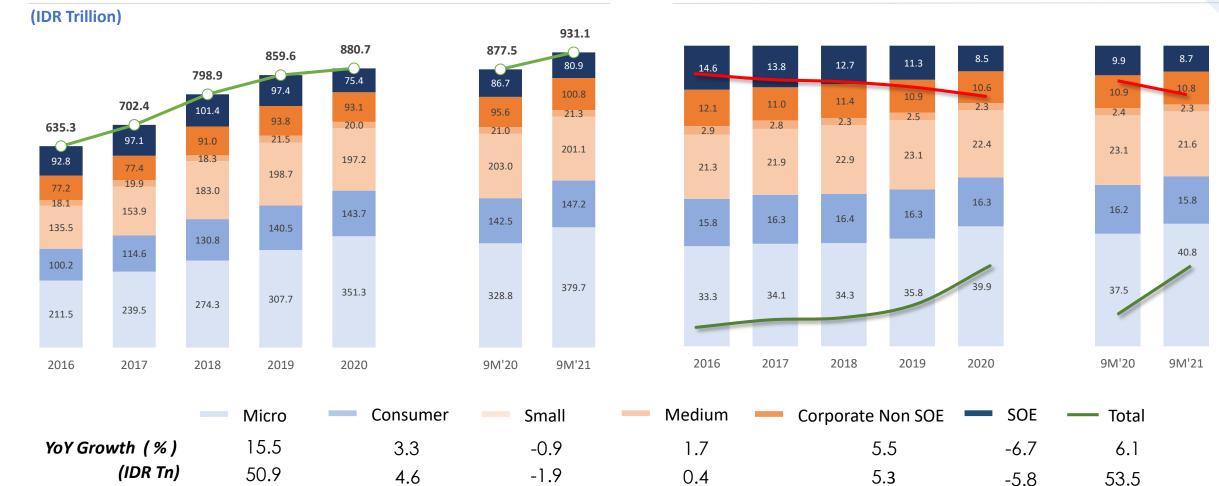
LOAN PORTFOLIO



Increasing Micro Loan Composition, Securing Future Growth Potential

Loan Outstanding – by business segment

Composition – by business segment (%)



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



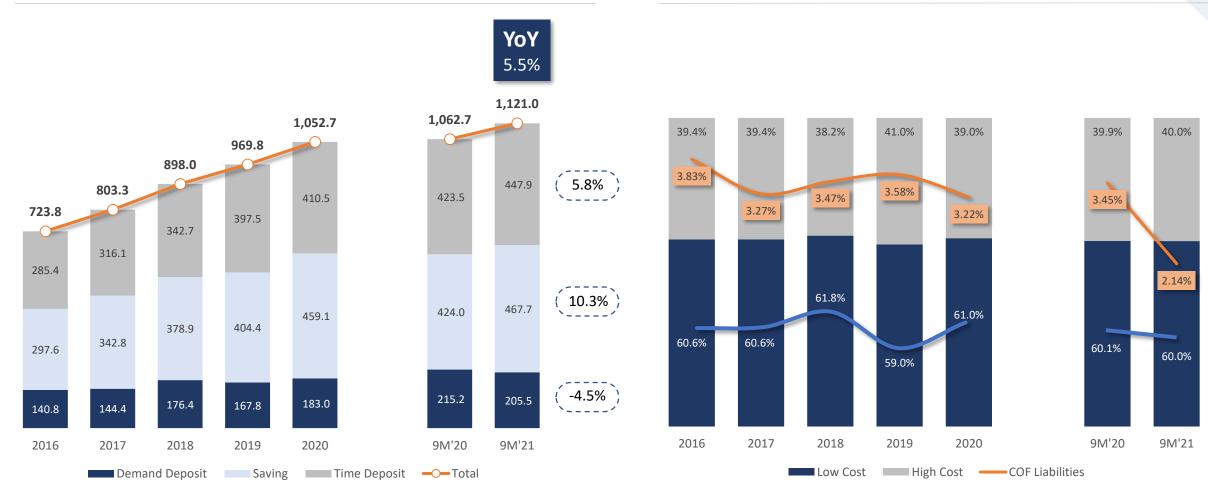


Maintained CASA Composition at ~60% with Manageable Cost of Fund





Deposits Composition, COF





INCOME STATEMENT



Strong Bottom Line Performance Amid Pressure from Second Wave Covid-19

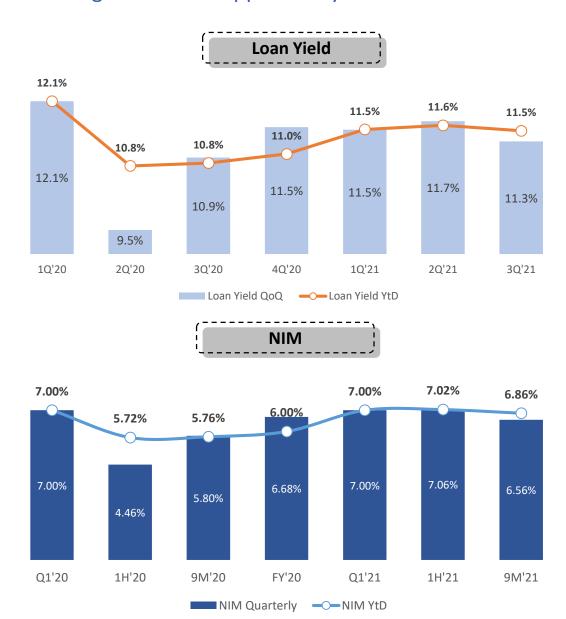
December 1	2010	2020	40124	411124	0.00.00		08.412.4	g Yo	ρY	g Qo	g QoQ	
Description	2019	2020	1Q'21	1H'21	9M'20		9M'21	Nom	%	Nom	%	
Interest Income	115,639	109,959	28,965	58,556	80,8	825	88,019	7,194	8.9%	(128)	-0.4%	
Interest from Loans	103,028	95,626	25,486	51,846	70,	339	77,754	7,415	10.5%	(453)	-1.7%	
Int. from Other Earning Assets	12,611	14,333	3,479	6,709	10,	485	10,265	(221)	-2.1%	325	10.1%	
Interest Expense	(37,078)	(34,812)	(6,171)	(12,204)	(27,6	516)	(18,339)	9,277	-33.6%	(102)	1.7%	
Net Interest Income	78,560	75,147	22,794	46,352	53,2	209	69,680	16,471	31.0%	(230)	-1.0%	
Fee & Other Opr. Income	27,552	28,430	8,218	16,302	21,0	051	24,059	3,008	14.3%	(326)	-4.0%	
Gross Operating Income	106,112	103,577	31,012	62,654	74,2	260	93,739	19,479	26.2%	(556)	-1.8%	
Operating Expenses	(41,782)	(46,396)	(12,565)	(24,864)	(35,9	04)	(39,120)	(3,216)	9.0%	(1,957)	15.9%	
Pre Provision Operating Profit	64,329	57,181	18,447	37,790	38,3	356	54,620	16,263	42.4%	(2,513)	-13.0%	
Provision Expenses	(21,307)	(30,989)	(9,687)	(21,529)	(18,2	.09)	(28,007)	(9,798)	53.8%	5,365	-45.3%	
Non Operating Income (Net)	(72)	(31)	(2)	(2)		3	(61)	(64)	-2037.4%	(58)	6543.6%	
Profit Before Tax n Minor. Int.	42,950	26,161	8,759	16,258	20,:	150	26,552	6,402	31.8%	2,794	37.3%	
Tax Expense	(8,921)	(7,808)	(2,085)	(3,810)	(6,1	.03)	(6,137)	(34)	0.6%	(602)	34.9%	
Net Profit	34,029	18,353	6,673	12,448	14,0	047	20,415	6,368	45.3%	2,193	38.0%	
EPS*	276	150	218	203	:	153	222	69	45.3%			

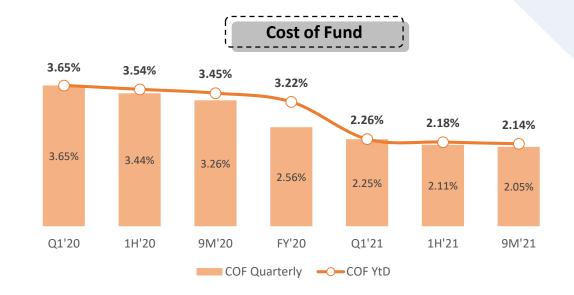


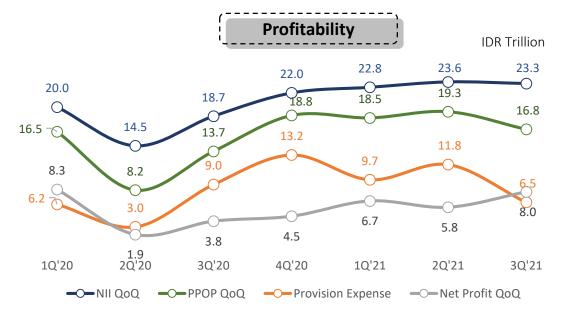
PROFITABILITY TREND

BRI

Manageable NIM Supported by Lower Cost of Fund









OTHER OPERATING INCOME & OPERATING EXPENSES



Double Digit Growth of Fee & Other Operating Income with Anticipated Operating Expense

Fee & Other Operating Income

IDR Billion

Description	2010	2020	1H'21	004	120	9M'21	g Y	ρY	g QoQ	
Description	2019	2020	1n 21	9M'	20	SIVI ZI	Nom	%	Nom	%
Gain Fr Sales of Securities (realized)	1,483	2,513	1,760		1,659	2,571	912	55.0%	85	11.6%
Increase in Fair Value of Securities (unrealized)	61	285	59		92	0	-92	-	-117	-200.0%
Fees and Commissions	14,293	15,183	8,165	1	1,319	12,263	945	8.3%	-157	-3.7%
Gain fr Forex	153	1,252	850		761	1,253	492	64.6%	-88	-17.8%
Recovery	6,997	7,161	4,236		4,950	6,507	1,557	31.4%	-173	-7.1%
Others	4,564	2,035	1,233		2,270	1,465	-805	-35.5%	124	115.1%
Total Other Operating Income	27,552	28,430	16,302	2	21,051	24,059	3,008	14.3%	-326	-4.0%

Operating Expenses

Description	2019	2020	1H'21		9M'20	9M'21	g Yo	Υ	g QoQ	
Description	2019 2020 IH 21		SIVI ZU	9IVI 21	Nom	%	Nom	%		
Personnel	22,976	24,980	13,880		20,161	21,967	1,807	9.0%	1,700	26.6%
General and Administration	14,404	16,107	7,892		11,572	11,919	347	3.0%	(57)	-1.4%
Losses fr decrease of Securities and										
Govt. Bonds value	-	_	_		-		-		-	_
Losses fr sale of Securities and Govt.	_	_	_		_	68	_		_	
Bonds	_						_			
Losses from forex transaction	-	_	-		-	_	-	-	-	-
Premium Paid on Govt Guarantees	-	_	_		-	_	-	-	-	_
Promotion	2,107	2,146	779		1,268	1,165	(103)	-8.1%	(121)	-23.8%
Others	2,296	3,163	2,313		2,903	4,001	1,098	37.8%	285	20.3%
Total Other Operating Expenses	41,782	46,396	24,864		35,904	39,120	3,216	9.0%	1,957	15.9%



FEE & OTHER OPERATING INCOME



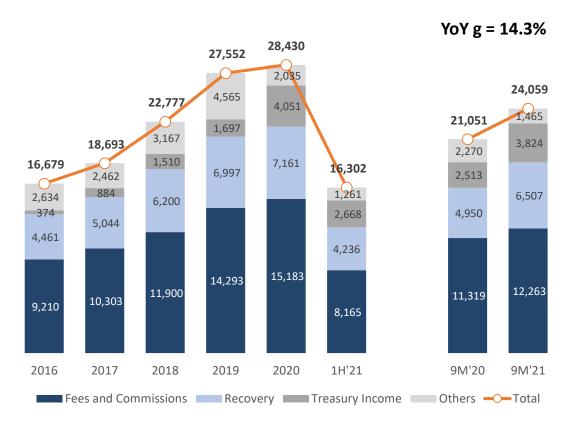
Optimizing Subsidiaries Roles Through Cross-Selling Potential



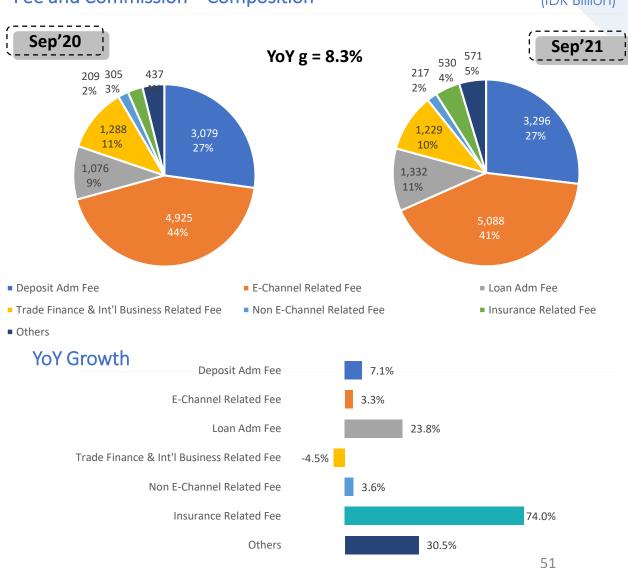


Fee and Commission – Composition

(IDR Billion)



Fee & Other Operating Income growth driven by Treasury Income, Recovery Income and Fee Based Income. Ratio of Fee Based Income to Total Income reached 10.9%.



Note: Bank Only Numbers

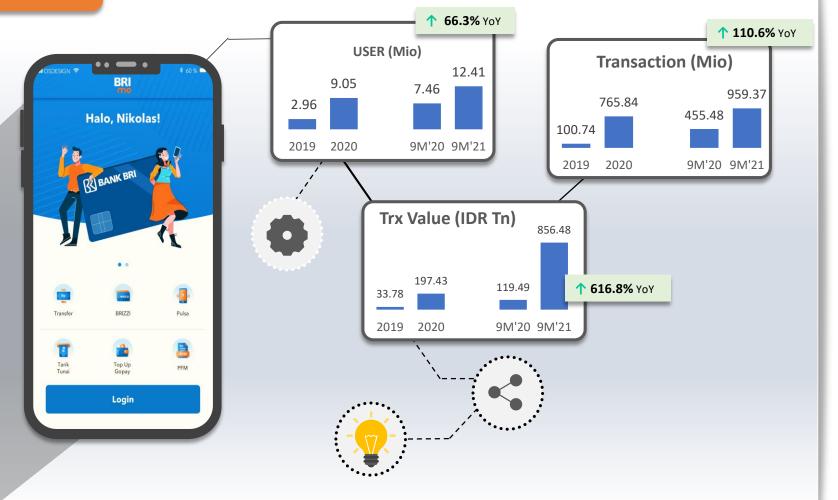


BRIMO

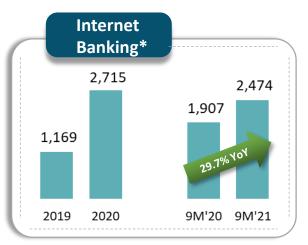
Accelerating the Shift of Transaction into Digital

WBRI

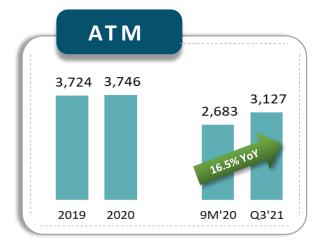
BRIMO



of Transaction (Mio)



* Internet banking numbers shown incl. BRIMO transactions





FINANCIAL RATIOS

WBRI

Solid Performance in Most of Key Metrics

Description	2016	2017	2018	2019	2020	9M'20	9M'21
CASA	60.57%	60.65%	61.84%	59.01%	61.00%	60.15%	60.
Cost of Fund (COF)	3.83%	3.27%	3.47%	3.58%	3.22%	3.45%	2.
Loan to Deposit Ratio	87.77%	87.44%	88.96%	88.64%	83.66%	82.58%	83.
Net Interest Margin (NIM)	8.00%	7.92%	7.45%	6.98%	6.00%	5.76%	6.
Cost Efficiency Ratio (CER)	41.26%	41.15%	41.02%	40.26%	46.60%	50.04%	43.
Earning Asset Provision	2.75%	3.11%	3.26%	3.36%	5.42%	5.10%	6.
Opr. Expense to Opr. Income	68.69%	69.14%	68.40%	70.10%	81.22%	80.64%	76.
NPL ratio - Gross	2.03%	2.12%	2.16%	2.62%	2.94%	3.02%	3
NPL ratio - Nett	1.09%	0.88%	0.92%	1.04%	0.80%	0.78%	0.8
AR	9.42%	9.16%	9.17%	9.78%	28.26%	29.77%	25.0
AR Coverage	36.68%	44.79%	47.20%	44.65%	25.77%	21.84%	33
Return on Assets (ROA) - b.t	3.84%	3.69%	3.68%	3.50%	1.98%	2.07%	2
Return on Assets (ROA) - a.t	2.96%	2.89%	2.86%	2.77%	1.39%	1.44%	1.
Return on Equity (ROE) - Tier I	23.08%	20.03%	20.49%	19.41%	11.05%	11.43%	15.
Return on Equity (ROE) - B/S	19.98%	18.72%	18.87%	17.77%	9.91%	10.26%	13.
Net Open Position	6.67%	4.22%	3.73%	1.87%	1.07%	0.98%	1.
Fier I CAR	21.91%	21.95%	20.15%	21.52%	19.59%	19.37%	23.
otal CAR	22.91%	22.96%	21.21%	22.55%	20.61%	20.38%	24.





LOAN QUALITY TREND

Classified Loan, Write Off, and Recovery

Non-Performing Loan – by segment

NPL%	2019	Sep'20	2020	1H'21	9M'21
Micro	1.18%	1.07%	0.83%	1.53%	1.62%
Consumer	1.10%	1.66%	1.49%	1.79%	1.87%
Small	3.17%	3.89%	3.61%	4.14%	4.27%
Medium	5.38%	5.84%	4.61%	2.99%	3.40%
Corporate	8.75%	10.88%	11.99%	11.25%	10.89%
SoE	1.73%	1.31%	2.11%	1.96%	1.75%
Total NPL	2.62%	3.02%	2.94%	3.27%	3.29%

Special Mention – by segment

SML%	2019	9M'20	2020	1H'21	9M'21
Micro	3.51%	5.44%	2.47%	4.26%	4.54%
Consumer	2.52%	3.24%	2.69%	3.29%	2.92%
Small	4.63%	5.18%	3.19%	6.58%	5.15%
Medium	2.97%	6.63%	3.07%	5.61%	4.66%
Corporate	5.82%	7.46%	2.32%	4.49%	4.08%
SoE	4.29%	5.00%	3.50%	10.46%	9.74%
Total SML	3.93%	5.23%	2.75%	5.22%	4.82%

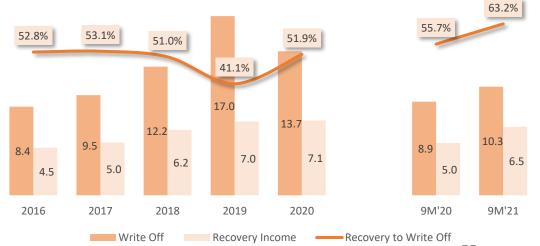
BRI

NPL Coverage





Write Off & Recovery



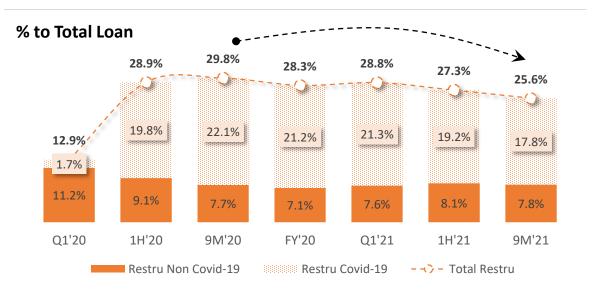


LOAN QUALITY TREND

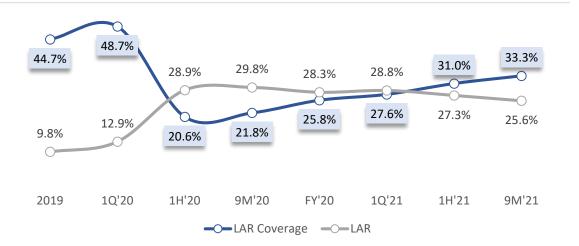
WBRI

Loan at Risk & Credit Risk Management Strategy

Loan At Risk

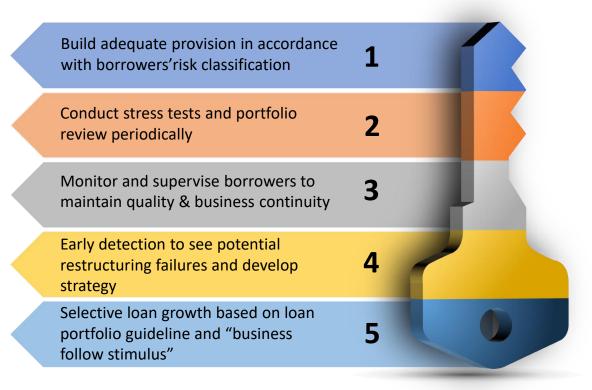


LAR & LAR Coverage (Inc. Covid-19)



Credit Risk Management Strategy

Preventive and anticipative ways to mitigate uncertainties



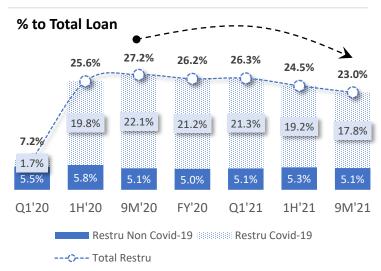


RESTRUCTURED LOANS

WBRI

Declining Trend of Restructured Loans Continues

Total Restructured Loans

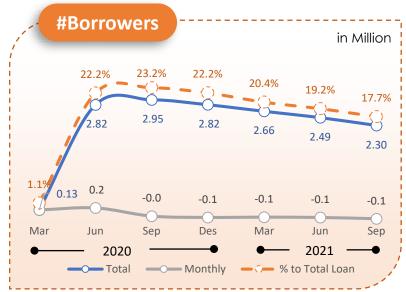


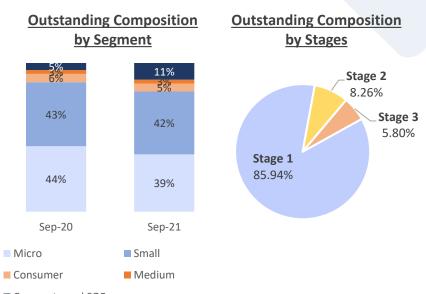
Total Restructured Loans by Collectability

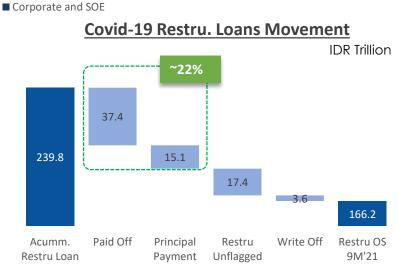


Covid-19 Restructured Loans











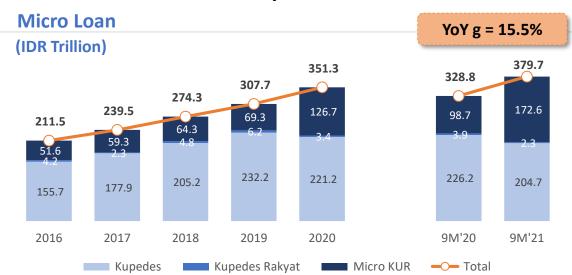


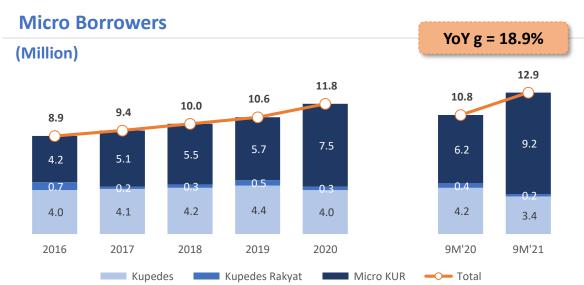


MICRO LOAN AND DEPOSIT

Loan and Deposit Increase Double Digit

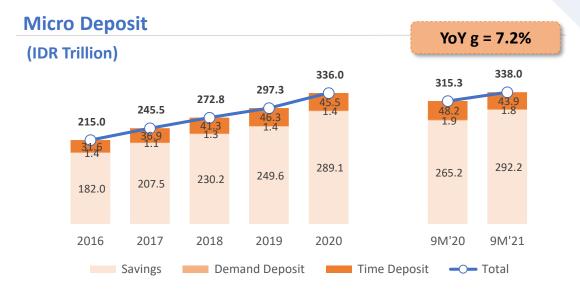
...Micro KUR has contributed to double digit loan growth & increasing number of borrowers ...







...Micro deposit grew stable, contributed by Savings growth of ~10% ...



Micro Deposit Composition







Outstanding

(IDR Trillion)

Segment 2016	2016	2016 2017	2018	2019	2020	Sep'20	Sep'21	g YoY		Composition
Segment	2010	2017	2010	2013	2020	36p 20		Nom	%	Composition
Salary Based	78.2	88	97.8	101.3	101.3	101.0	103.5	2.4	2.4%	70.3%
Mortgage	18.2	22.1	27.1	32.3	35.7	34.6	38.1	3.5	10.0%	25.9%
Vehicle Loan	2.2	2.6	3.7	4.1	3.0	3.5	1.4	-2.1	-60.0%	1.0%
Card and Others	1.6	1.8	2.3	2.7	3.6	3.3	4.2	0.9	26.6%	2.8%
Total	100.2	114.6	130.8	140.5	143.7	142.5	147.2	4.6	3.3%	100.0%

NPL (%)

Description	2016	2017	2018	2019	2020	Sep'20	Sep'21
Salary Based	0.81%	0.74%	0.73%	0.69%	0.94%	0.98%	1.14%
Mortgage	2.60%	2.18%	1.92%	2.30%	2.80%	3.34%	3.56%
Vehicle Loan	0.60%	0.56%	0.47%	0.71%	2.77%	2.71%	5.12%
Card and Others	4.07%	2.95%	4.07%	2.85%	2.83%	3.85%	3.44%
Total	1.18%	1.05%	1.03%	1.10%	1.49%	1.66%	1.87%

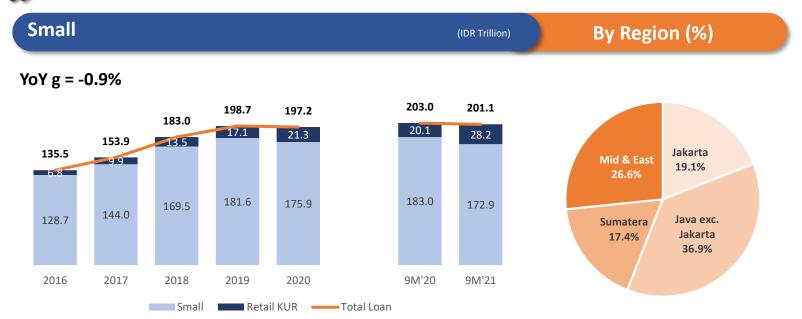
[•] Consumer loan growth of 3.3% mainly driven by Mortgage loan. Low outstanding of Vehicle loan is due to the strategy of single point of service for vehicle loan disbursement in BRI Group (BRI Finance) since early 2021



SMALL AND MEDIUM LOAN

Medium





KMK TANGGUH

Government Guaranteed Loan Scheme for SMEs borrowers impacted by Covid-19

Max Loan Size

Rp 10 Billion

Max Loan Tenor

36 Months

Insurance 70% Coverage

Premium paid by The Government

Total Outstanding Rp20.08 T

Borrowers Account

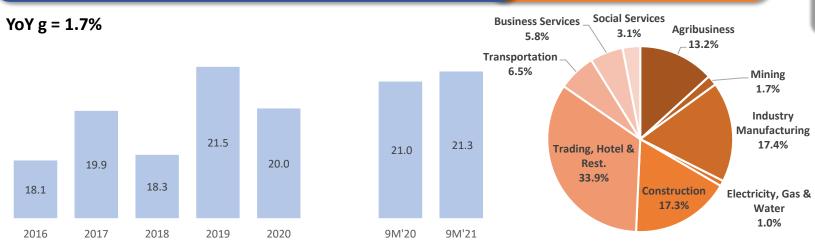
36.18 thousand



Total disbursement from 2020 to Sept 2021

Medium (IDR Trillion)

By Economic Sectors (%)





Partnership

Invoice Financing with short tenor targeted the creative industries

Avg. Loan Size

Rp **793** Million

Avg. Tenor

3 Months

Avg. Yield

14.54% pa.



Total Disbursement

Rp **695** Bio



Borrowers

898

Total disbursement from Jan - Sep'215

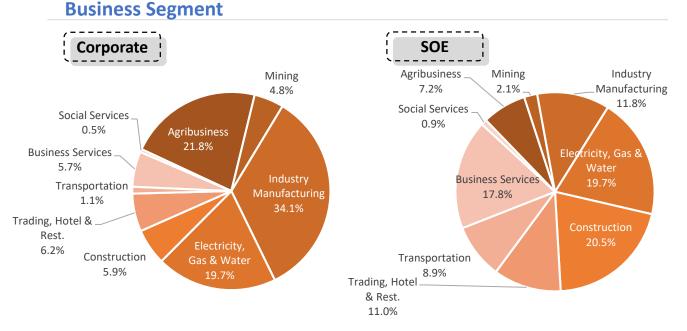


CORPORATE AND SOE LOAN





Dueiness Cosmont



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



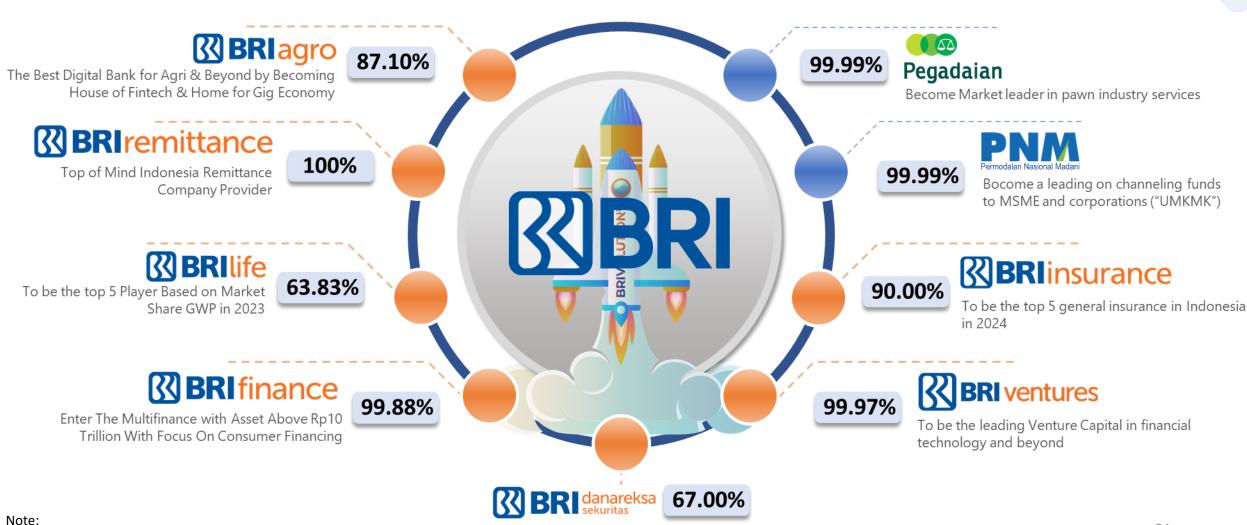
- Selective Loan Growth
- Improve Asset Quality
- Boost CASA and Fees & Other Operating Income Through Transaction Banking







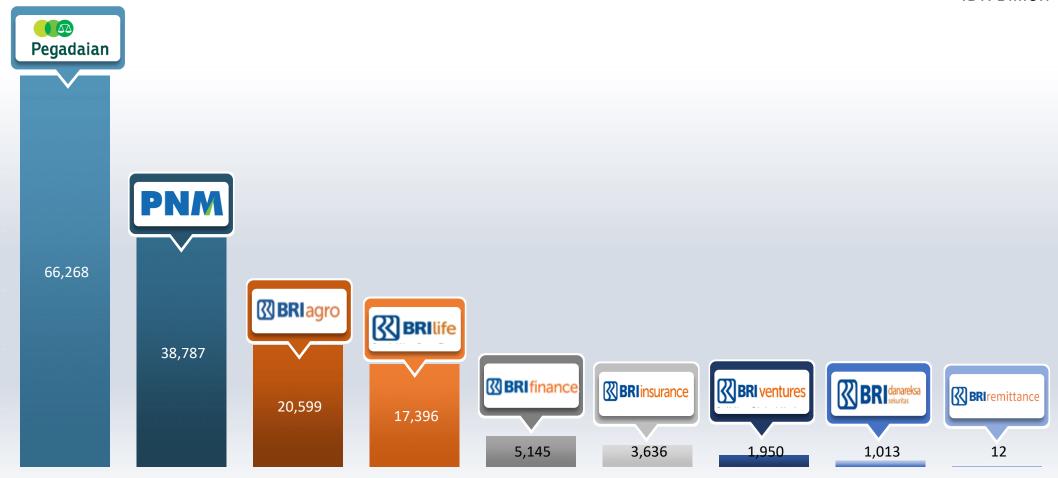
Road to Become "The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion"





SUBSIDIARIES – TOTAL ASSETS







HIGHLIGHT OF PEGADAIAN & PNM





Inclusion "

"To be the Most Valuable Financial Pegadaian Company in Indonesia and People's First Choice of Financial

- The oldest pawn service provider with more than 120 years experience
- The largest pawn service provider based on Asset and Loan*
- Leader in pawn lending with market share of more than >95%, catering to >6.8 Mio borrowers*
- Robust loan growth with CAGR of ~15% between 2017 and 2020*

*Based on Pegadaian's published Annual & Financial Report



Products & Services

- Pawn financing
- Micro-fiduciary financing
- Gold and precious metal businesses (e.g., trading, financing, appraisals, safekeeping)
- Others (e.g., money transfers, payments)

Distribution Networks

- 1 Head Office
- 12 Regional Offices
- 61 Area Offices
- 4,123 Outlets
- 35 The Gade Coffee & Gold outlets

Pawn Business



of Employees



% of Conventional Business

82%

of Customers



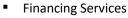


"To be a leading financial institution in increasing sustainable

added value for MSME enterprises and cooperatives based on the principles of Good Corporate Governance (GCG)"

- One of the largest group lending provider in Indonesia, catering more than 10.6 mio borrowers.
- Providing loans that are mostly aimed to empower women (60% Mekaar of its total loans).
- Robust loan growth with CAGR of ~45% between 2017 and 2020.

Products & Services



- a. PNM ULaMM (Longer Term of Loan for Micro & Small enterprises)
- b. PNM Mekaar (Shorter Term of Loan esp. for Women)
- Other Services

Loan Composition



ULaMMMekaar

16,576 Outsourcing

of Employees

of Borrowers







Distribution Networks

- 1 Head Office
- 62 ULaMM Branch Offices
- 626 ULaMM Units
- 2,735 Mekaar Branch Offices







WBRI

The Most Extensive and Largest Networks

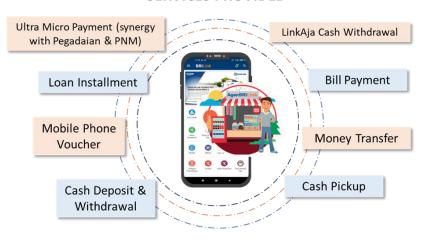
Branchless Network	2016	2017	2018	2019	2020	9M'21	YtD
Brilink Agents	84,550	279,750	401,550	422,160	504,233	474,704	(29,529)

Branch Network	2016	2017	2018	2019	2020	9M'21	YtD
Head Office	1	1	1	1	1	1	-
Regional Offices	19	19	19	19	19	18	(1)
Branches	467	468	468	467	467	451	(16)
Sub Branches	609	610	609	611	611	590	(21)
BRI Units	5,380	5,382	5,381	5,382	5,382	5,238	(144)
Cash Offices	984	992	964	952	547	532	(15)
Teras BRI	2,545	2,536	2,069	2,049	1,867	1,761	(106)
Teras Mobile	638	638	136	137	136	136	-
Payment Point	35	38	50	- 54	397	371	(26)
Total	10,678	10,684	9,697	9,672	9,427	9,098	(329)

E-channel	2016	2017	2018	2019	2020	9M'21	YtD
ATM	24,292	24,684	22,684	19,184	16,880	15,912	(968)
EDC	257,712	302,921	284,425	204,386	198,785	207,323	8,538
CRM	1,392	1,992	2,609	3,809	5,809	5,739	(70)
e-Buzz	57	57	57	57	57	57	-
Total	283,453	329,654	309,775	227,436	221,531	229,031	7,500



SERVICES PROVIDED



REGIONAL OFFICES DISTRIBUTION

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

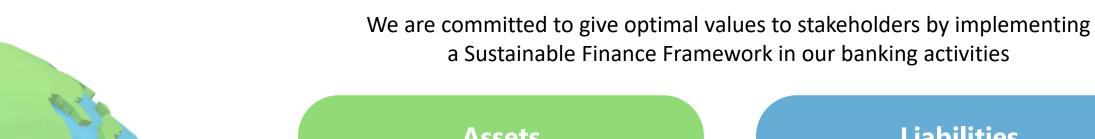






BRI SUSTAINABLE FINANCE FRAMEWORK





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
- **Product Governance**
- Data Privacy and Cyber Security
- 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)

SUSTAINABLE BUSINESS ACTIVITIES



FINANCING FOR SUSTAINABLE DEVELOPMENT







Integrating BRI's ESG into the Newly Created Ultra Micro Ecosystem to Align with UN's Sustainable Development Goals



No poverty

UMi Holding will ensure that all men and women , in particular the poor and the vulnerable, have equal rights to financial services, including microfinance (Target 1.4)



Zero hunger

UMi Holding will support the agricultural productivity and incomes of micro-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, through secure and equal access to financial services (Target 2.3)



Gender equality

UMi Holding through Mekaar, PNM's group lending product aimed at underprivileged women, has provided women equal rights to financial services (Target 5.a)



Decent work and economic growth

UMi Holding loan products have supported productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-sized enterprises, including through access to financial services (Target 8.3)



Reduced inequalities

UMi Holding will empower and promote the social and economic inclusion of all, irrespective of sex, race, ethnicity, origin, religion or economic or other status (Target 10.2)



Environment

Increase digital literacy and penetration for Ultra Micro customer Eco-friendly initiatives promoting paper-less operations Increase BRI Group's sustainable loan portfolio



Social

Provide more affordable loans to empower Ultra Micro customers

Create jobs and improve social welfare

Promotes gender equality and human rights



Governance

Strengthen Good Corporate Governance practice
Improve product governance, data governance and cyber security



BRI SUSTAINABILITY BOND

Commitment To Sustainable Funding



TRANSACTION HIGHLIGHT

• Issue date: 21 March 2019

Size: \$500 MillionMaturity: 5 yearsCoupon: 3.95%

• Rating: Baa2 by Moody's

BBB- by Fitch

PROCEEDS ALLOCATION

BY PROJECT TYPE

75% for Social Projects

• 25% for Green Projects

• 41.5%: National Economic Recovery

BY ELIGIBLE CATEGORY

- 25.3%: Green Project
- 19.9%: Employee Generation
- 12.8%: Socioeconomic

 Advancement and Empowerment
- 0.5%: Affordable Housing



in South East Asia in RegS Format



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





Decent Work and Economic Growth

• Job creation supported by Micro Loans



Reduced Inequality

• Job creation by targeting micro start-ups entrepreneurs

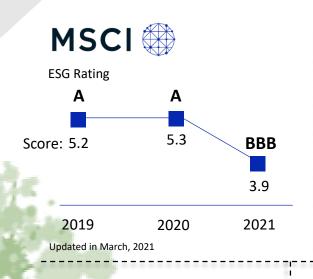


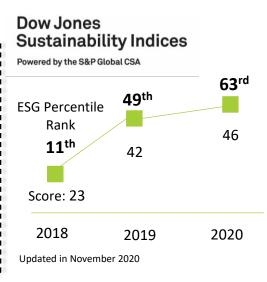
Sustainable Cities and Communities

- Access to affordable houses
- LRT Jakarta Project
- Green Building Project















OVERALL SCORE

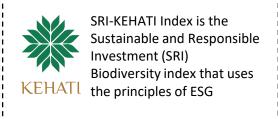
110.2

Increased from 93.08 in 2019

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

Updated in 2020





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



IDX ESG Leaders

IDX ESG Leaders index measures the performance of companies that have good ESG assessments and are not involved in significant controversy

BRI has been Listed in The IDX ESG Leaders Index (ESGL) since March 2021



RECOGNITIONS ON BRI ESG INITIATIVES



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







BOARD OF COMMISSIONERS

























BOARD OF MANAGEMENT





Consumer Business



Business





Director of Wholesale and Institution Business



Director of Risk Management



Director of Human Capital



Vice President Director



Director of Micro Business



Director of Digital and Information Technology



Director of Networks and Services



Director of Compliance



SEVP Head of Internal Audit









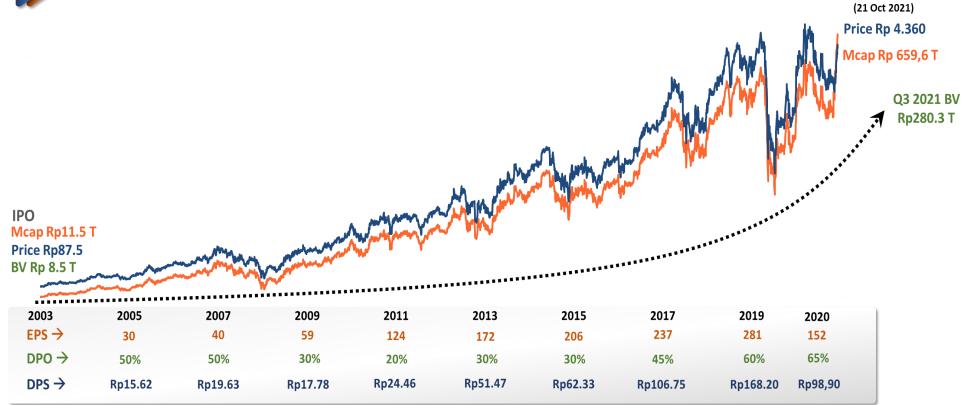


SEVP Fixed Asset Management & Procurement







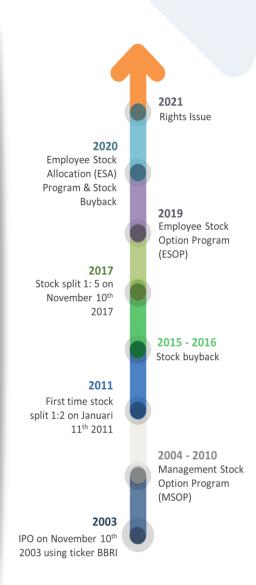


Shareholders Composition

Shareholder	2003	2015	2016	2017	2018	2019	2020	Q3 2021
Government	59,50%	56,75%	56,75%	56,75%	56,75%	56,75%	56,75%	56.82%
Public	40,50%	43,25%	43,25%	43,25%	43,25%	43,25%	43,25%	43.18%
Foreign	79,06%	78,12%	80,12%	84,33%	79,48%	80,68%	77,39%	78.28%
Domestic	20,90%	21,88%	19,88%	15,67%	20,52%	19,31%	22,61%	21.72%

BBRI Market Cap Rank in South East Asia Bank







CREDIT RATINGS



International & Domestic Ratings

FitchRatings

- Long Term Foreign Currency IDR : BBE

- Short Term Foreign Currency IDR : **F3**- Support Rating Floor : **BBB**- Support Rating : **2**

- Viability Rating

- National Long-Term Rating : AA+ (idn), Stable Outlook

- Rupiah Subordinated Debt : A+ (idn)
- Senior Unsecured Notes : BBB-

: BBB-, Stable Outlook

: BB-

- Outlook : Stable
- Bank Deposit : Baa2/P-2
- Baseline Credit Assessment : baa2
- Adjusted Baseline Credit Assessment : baa2

Moody's

- Counterparty Risk Assessment : Baa1(cr)/P-2(cr)

Baa2 or BBB 2012 BAA3 or BBB(Investment Grade) 2011 2019 2019 2019 2019 2019

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







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





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Indonesia

Phone: 62 21 5752006/09, 5751952/79

Website : www.ir-bri.com Email : ir@bri.co.id

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