



Q1 2022 FINANCIAL UPDATE PRESENTATION

PT Bank Rakyat Indonesia (PERSERO) Tbk.



OUTLINE



| | |
|---|----|
| Macro Economy & Banking Industry | 5 |
| Q1'22 Key Issues | 11 |
| Investment Propositions | 15 |
| BRI Q1'22 Performance Highlight | 23 |
| BRI Consolidated Performance Highlight | 24 |
| Balance Sheet Highlight – Consolidated | 26 |
| Profitability Highlight – Consolidated | 27 |
| Key Ratios – Consolidated | 28 |
| BRI Bank Only Performance Highlight | 29 |
| Balance Sheet Highlight – Bank Only | 30 |
| Loan Quality – Bank Only | 31 |
| Profitability Highlight – Bank Only | 32 |
| Key Ratios – Bank Only | 33 |
| Guidance & Key Takeaways | 34 |
| Supporting Material | 37 |
| Q1'22 Consolidated Performance | 38 |
| Q1'22 Bank Only Performance | 42 |
| BRI Q1'22 Loan Quality | 52 |
| Business Updates | 56 |
| Digital Initiatives | 70 |
| Subsidiaries | 78 |
| ESG Initiatives | 81 |
| Others | 93 |



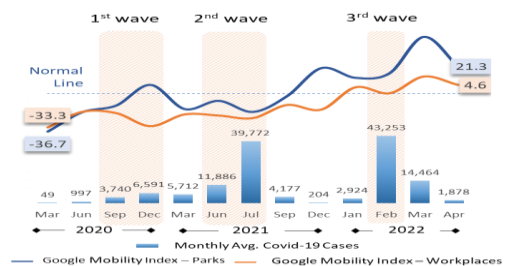
KEY HIGHLIGHTS

Optimizing opportunities from the economic recovery's momentum while building resiliencies for the upcoming challenges

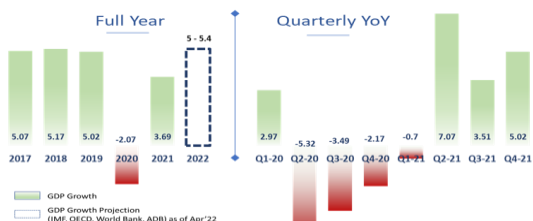


Recovering Macro Environment

Decreasing Covid-19 Cases with Faster Recoveries

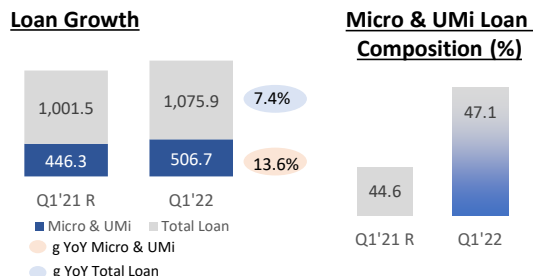


Solid Macro Economics with establisheto Withstand Challenges

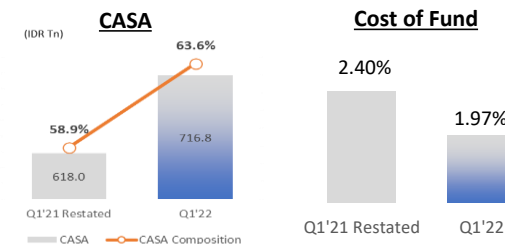


Better Financial Performance Supported by Recovering Economic Activities

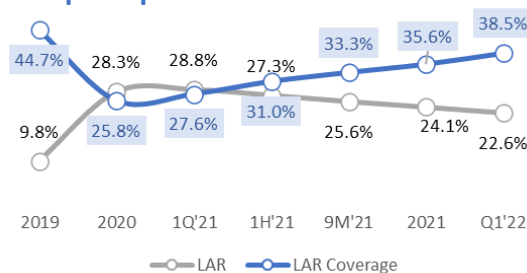
Strong Loan Growth driven by Micro & Ultra Micro Loan



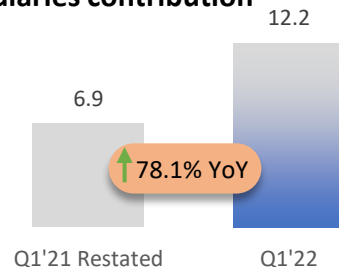
Continuously Building CASA to improve cost efficiency



Improving Loan Quality with more adequate provision



Solid Profitability with increasing subsidiaries contribution



Ready to Face the Upcoming Challenges

Q1'22 Key Issues



BRI Performance During Inflationary Cycle

Despite experiencing pressures during periods with a significantly high inflation rate, historically, BRI has been able to maintain positive loan performance as well as manageable loan quality



BRI Performance During Various Benchmark Rate Trend

Throughout several benchmark rate trend, BRI has demonstrated ability to uphold the profitability



BRI Focus to Grow on High Yield Asset

Micro loan growth will be driven by better growth of all micro loan products as each of those provide higher profitability compared to other segments

STRATEGIC RESPONSES

- Selective growth** by Focus on MSME Loan esp. Micro Loan through "Business Follow Stimulus" strategy and Optimizing Ultra Micro loan as new growth engine.
- Focus on CASA-based transaction**
- Focus in managing asset quality** as well as providing adequate provision
- Excellence Enablers** by strengthening capability in HC, Risk Management as well as transformation on culture and network. Furthermore, focus on digitalization to boost productivity and efficiency as well as to improve customer digital experience
- Strengthening group synergy** through maximizing cross selling as well as optimizing sharing resources potential



Performance Highlight: Consolidated vs Bank Only



(IDR Billion)

| Description | Q1'2021 | | | Q1'2022 | | Growth YoY 1Q'22 | | |
|---------------------------------------|-----------|------------------------------|-----------------------|-----------|--------------|------------------|------------------------------|-----------------------|
| | Bank Only | Consol. (Before Restated) | Consol. (Restated) | Bank Only | Consolidated | Bank Only | Consol. (Before Restated) | Consol. (Restated) |
| Total Assets | 1,374,381 | 1,411,052 | 1,514,118 | 1,540,856 | 1,650,279 | 12.1% | 17.0% | 9.0% |
| Total Loans & Financing (Gross) | 896,515 | 917,948 | 1,001,539 | 974,802 | 1,075,927 | 8.7% | 17.2% | 7.4% |
| Total Deposits | 1,033,256 | 1,049,315 | 1,049,022 | 1,118,705 | 1,126,495 | 8.3% | 7.4% | 7.4% |
| NPL (gross) | 3.12% | 3.16% | 3.30% | 3.15% | 3.09% | 0.0% | -0.06% | -0.21% |
| CASA | 59.48% | 58.91% | 58.91% | 63.75% | 63.63% | 4.3% | 4.7% | 4.7% |
| LDR | 86.77% | 87.12% | 86.91% | 87.14% | 86.96% | 0.4% | -0.2% | 0.0% |
| Net Profit | 6,673 | 6,860 | 6,860 | 10,903 | 12,220 | 63.4% | 78.1% | 78.1% |
| NIM | 7.00% | 6.65% | 7.33% | 6.85% | 7.72% | -0.2% | 1.1% | 0.4% |
| Cost to Income Ratio (CIR) | 41.71% | 41.11% | 46.60% | 38.37% | 44.62% | -3.3% | 3.5% | -2.0% |
| Operating Expense to Operating Income | 76.83% | 77.34% | 78.41% | 64.26% | 69.34% | -12.6% | -8.0% | -9.1% |
| ROA after tax | 2.02% | 1.88% | 1.76% | 2.84% | 2.94% | 0.8% | 1.1% | 1.2% |
| ROE B/S | 13.73% | 13.91% | 12.06% | 15.39% | 17.22% | 1.7% | 3.3% | 5.2% |
| Total CAR | 19.40% | 19.74% | 18.85% | 22.39% | 24.61% | 3.0% | 4.9% | 5.8% |

MACRO ECONOMY & BANKING INDUSTRY



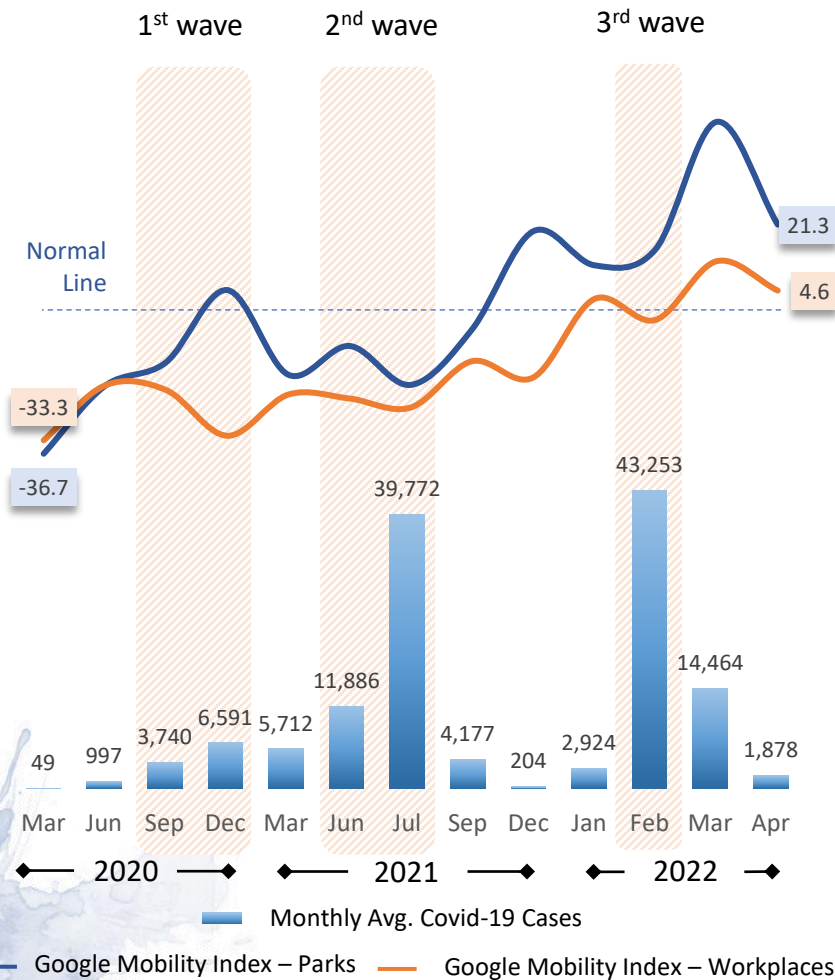


COVID-19 Update

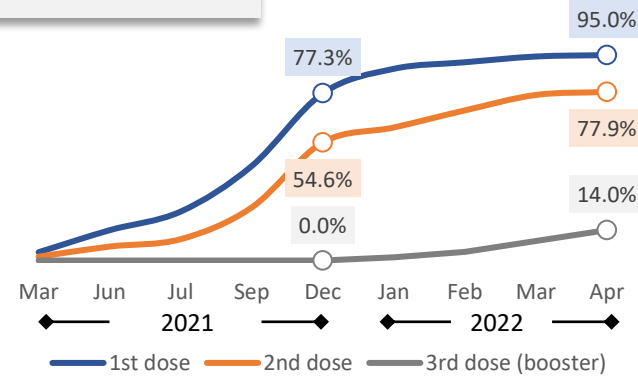
Declining Covid-19 Cases Supported by Measured Handling, yet Remain Cautious on Long Holiday Impact



Covid-19 Cases & People Mobility Trend



Vaccination Rate



Government Policies on Covid-19 Handling



Implement Community Activities Restriction (PPKM) by level (1-4) according to the level of active Covid-19 cases per region



Accelerate vaccination & booster program including for teenagers & children

People mobility shows faster recovery post increasing covid-19 cases, supported by Government's proactive efforts in handling the pandemic.

- Covid-19 cases show declining trend supported by Government's efforts to handle the pandemic, i.e., by implementing measured community activity restriction and aggressive vaccination program.
- The first vaccination dose is approaching the target, while the 2nd and 3rd dose show increasing trend.
- People mobility shows a fast recovery after every covid-19 wave as shown by increasing google mobility index.

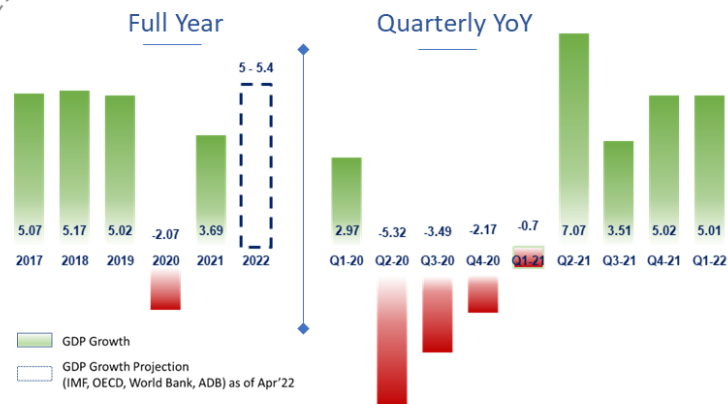


MACRO ECONOMY

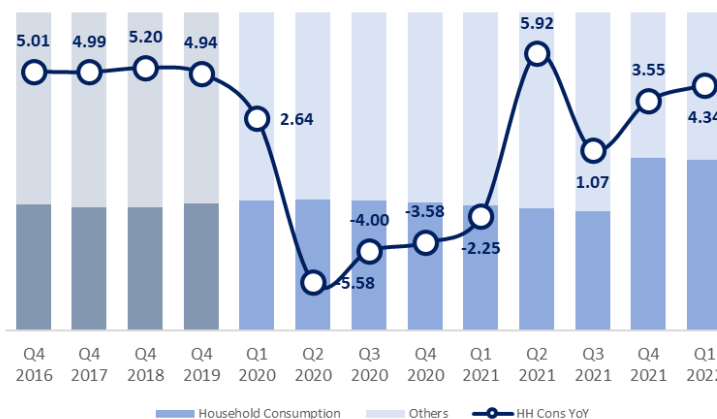
Indonesia's Economic Recoveries Expected to Continue, Supported by Consumption & MSMEs Business Activities



Recovering GDP Growth



Household Consumption as GDP Driver

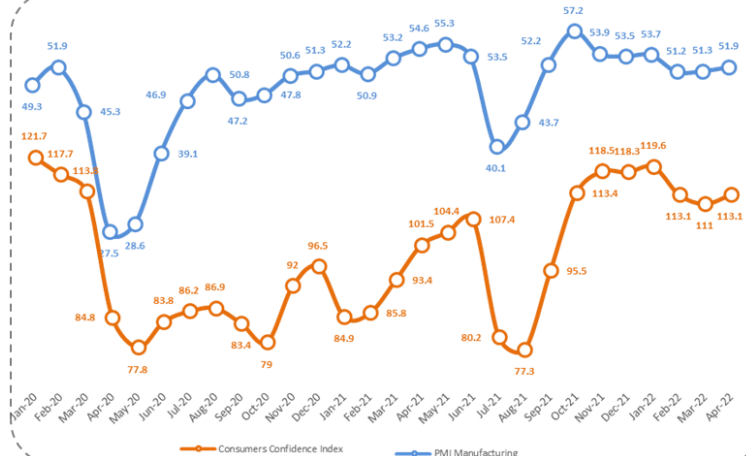


MSME Contribution to GDP (%)

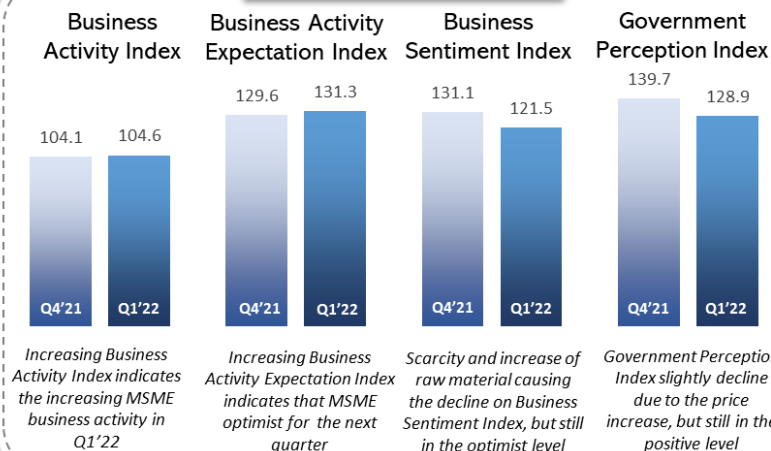


Source: MSME Ministry, Ministry of Investment, Finance Ministry

Expansionary Leading Indicators



MSME Business Index



Economic recovery expected to continue in 2022

Expansionary consumer confidence and the growth of household consumption support economy growth

Expansionary PMI Manufacturing shows optimism on economic recovery

MSME as the largest contributors to GDP optimist on economic recovery as shown by MSME Business index



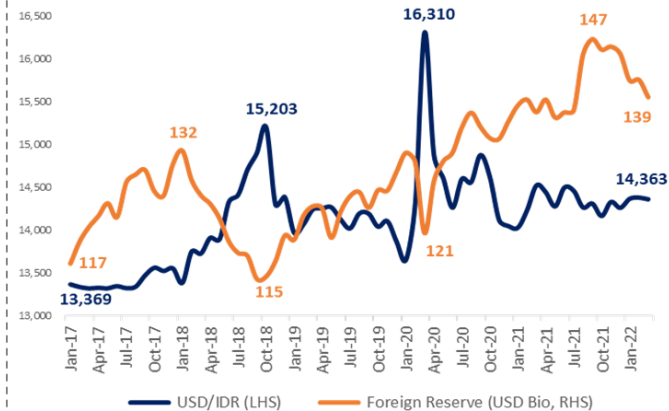
MACRO ECONOMY

Sound Macro Economy Condition, To Withstand The Upcoming Macro Economic Challenges

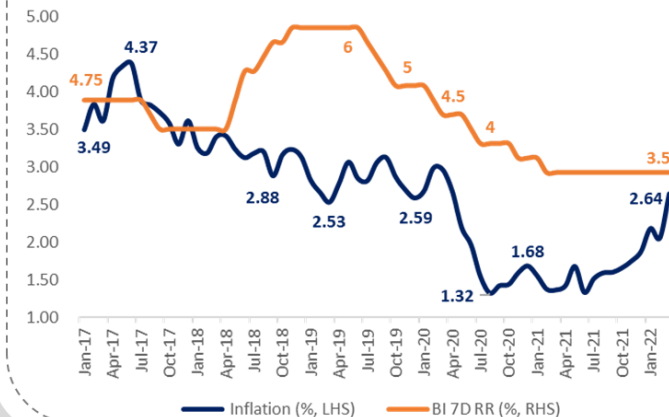


Supportive Domestic Market Environment

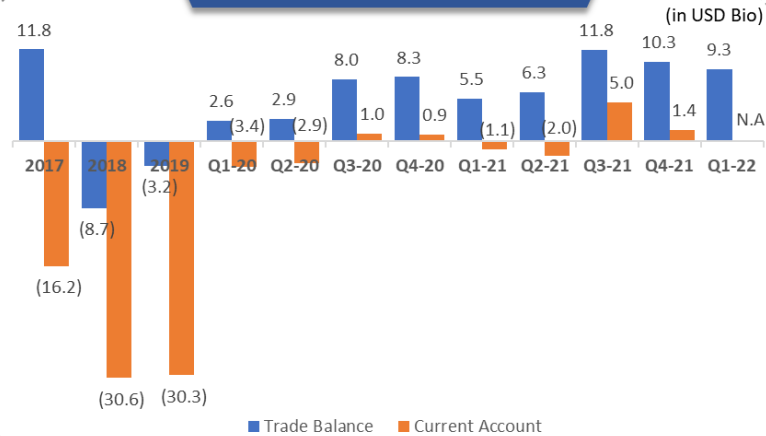
Exchange Rate & Foreign Reserve



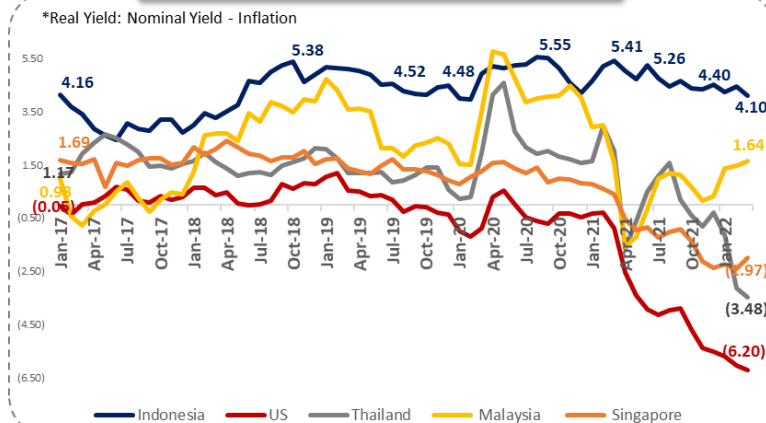
Interest Rate & Inflation



Trade Balance & Current Account



Attractive 10Yr Local Currency Real Yield*



Indonesia CDS 5Yr



Ample foreign reserve, positive trade balance and surplus current account provide USD supply to support USD/IDR stability

Cautious approach to policy rate, maintaining stability and strengthening recovery

Relatively benign and attractive real yield provide supportive interest rate environment

Stable Indonesia CDS indicates relatively stable Indonesia sovereign risk



Indonesia Macroeconomic Condition Through Crises

| | 1998 | 2008 | 2020 | Mar'22 |
|--|-------------------------------|--------------------------------|---------------------------------|--------|
| | <i>Asian Financial Crisis</i> | <i>Global Financial Crisis</i> | <i>Covid-19 Global Pandemic</i> | |
| Central Bank Reference Rate (%) | N.A. | 9.25 | 3.75 | 3.50 |
| Inflation (%) | 77.63 | 11.06 | 1.68 | 2.64 |
| Exchange Rate (Highest USD/IDR) | 16,650 | 12,650 | 16,575 | 14,415 |
| USD Appreciation (Last Year Closing vs Highest USD/IDR) | 208.16% | 34.67% | 19.54% | 1.07% |
| Foreign Reserve (USD Bio) | 23.6 | 51.6 | 135.9 | 139.1 |
| Indonesia CDS 5Yr | N.A. | 691.36 | 67.78 | 84 |
| Economic Growth (GDP %) | -13.13 | 6.0 | -2.07 | 3.69%* |
| Current Account (USD Mio) | 4,096 | 126 | -4,433 | 3,326* |
| Budget Deficit (%) | -2.2 | -0.08 | -6.14 | -4.65* |
| Debt to GDP (%) | 72.5 | 30.3 | 39.4 | 41* |

Banking Industry Condition

| | | | | |
|------------------------|-------|-------|-------|---------|
| LDR (%) | 94.86 | 74.58 | 84.85 | 78.00** |
| NPL (% Highest) | 48.60 | 4.30 | 3.14 | 3.10** |

*Data as of Dec'21 **Data as of Jan'22



Supportive Policies for Economic Growth & Stability

Pro-Stability Monetary Policy

- Mandatory use of rupiah within the territory of Republic of Indonesia
- Underlying document requirement for forex transaction
- Hedging requirement for non-bank corporation
- Triple Intervention policy (Spot transaction, DNDF transaction and Purchase of Govt Securities in secondary market) for exchange rate stability

Pro-Growth Macroprudential Policy

- Normalizing RRR with incentives for banks who serve prioritized sectors, inc MSMEs
 - Digital-Based Payment System Policy (i.e. QRIS, BI-Fast)
 - Encouraging MSMEs & Islamic Finance Economy as part of Inclusive and Green Finance
- Extending relaxation on Covid-19 loan/financing restructuring scheme until March 2023 to preserve financial system stability
 - Relaxation on ATMR for loan/financing of selected sectors, including property, motor vehicle, and health
 - Relaxation of Maximum Lending Limit (BMPK) for healthcare sector
- Continuing the Economic Recovery Program (PEN) to support MSME recovery
 - Maintaining Direct Subsidy program (BLT) to support consumer's purchasing power
 - Relaxation of budget deficit limit of above 3% until 2023
 - Gradual export ban on raw mining materials to increase value added
 - Tax Regulation Harmonization (UU HPP)

Strong fundamental and government policies has strengthened Indonesia's macroeconomic and banking industry condition during past crises

Stability to Support Economic Growth

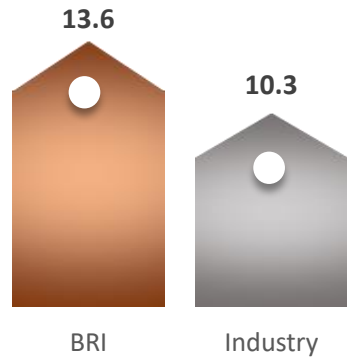


BRI VS BANKING INDUSTRY

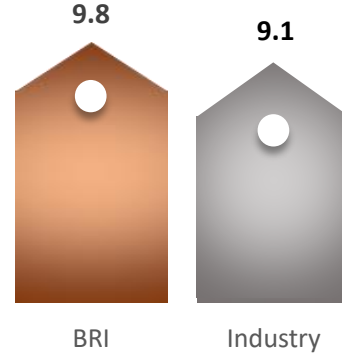
Banking Industry Continues to Show Positive Performance Supported by Strong Capital



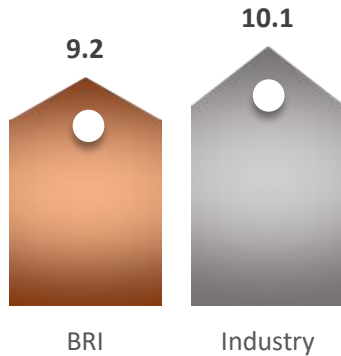
Assets Growth (%) as of Feb 2022



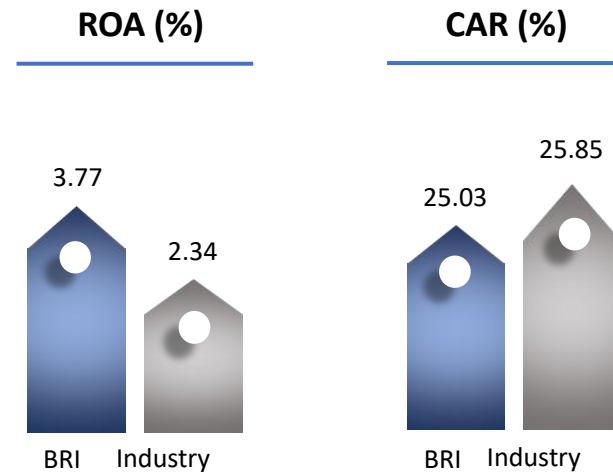
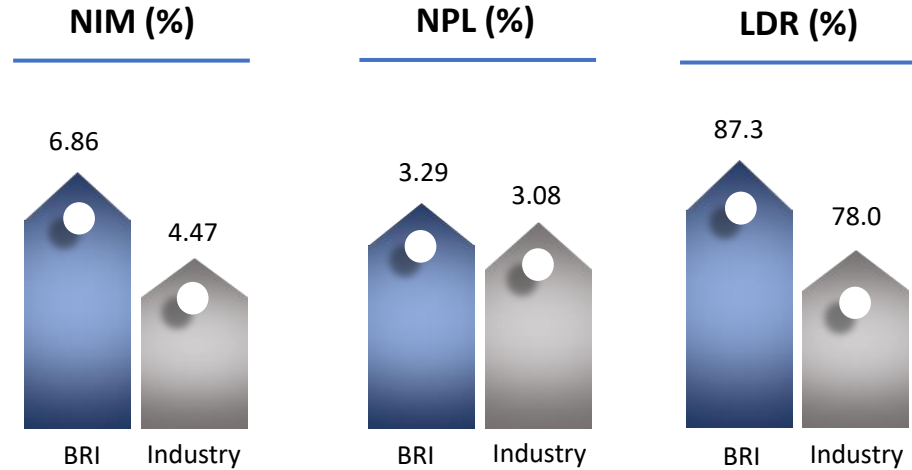
Loan Growth (%) as of Apr 2022



Deposit Growth (%) as of Apr 2022



Financial Ratios as of Feb 2022



Q1'22 KEY ISSUES



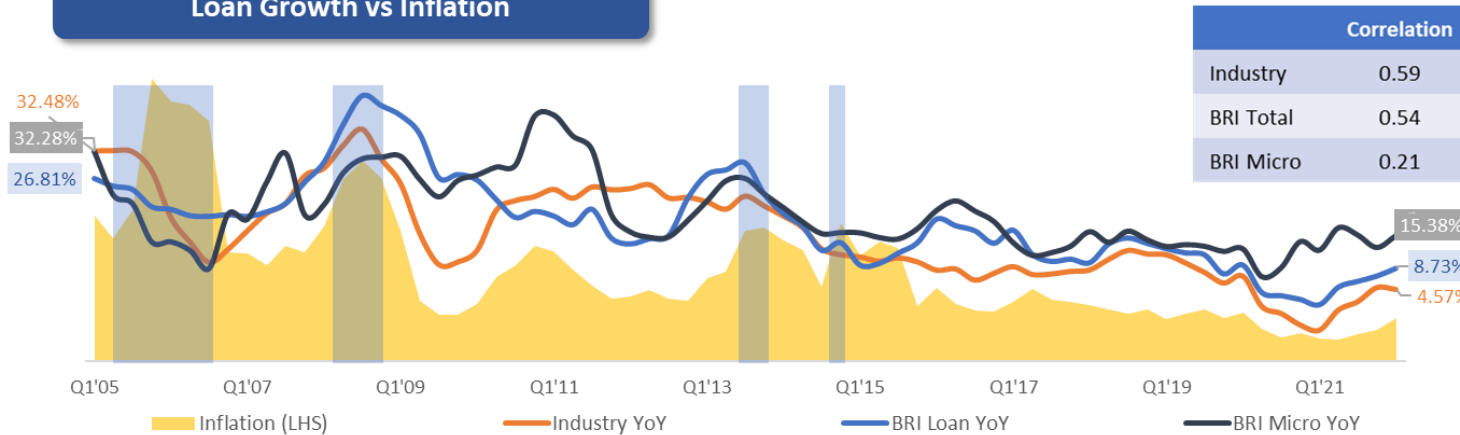


BRI RESILIENT PERFORMANCE DURING PAST ECONOMIC CYCLE

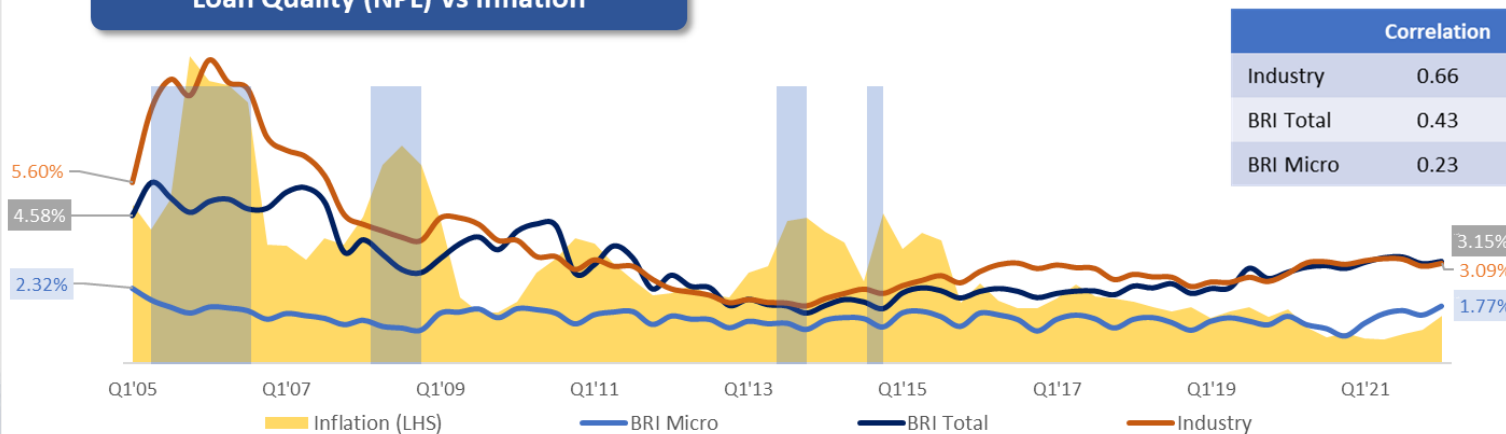


Loan growth esp. on Micro Segment shows positive trend during past inflation cycles, gives optimism for BRI's sustain business growth during upcoming economic challenges.

Loan Growth vs Inflation



Loan Quality (NPL) vs Inflation



Indonesia has experienced various inflationary cycles in the past decades, mainly due to rising fuel prices (2005, 2008, 2013, and 2014)

Despite experiencing pressures during periods with a significantly high inflation rate, historically, BRI has been able to maintain positive loan portfolio growth during various inflationary cycle

BRI has also managed its loan quality and maintained stable NPL (total & micro segment) throughout various inflation cycles, even during periods with a significant inflation rate. Our analysis showed a similar trend with 6-months lagged inflation

Bank of Indonesia maintain its inflation target of $3 \pm 1\%$ for 2022



BRI RESILIENT PERFORMANCE DURING PAST ECONOMIC CYCLE

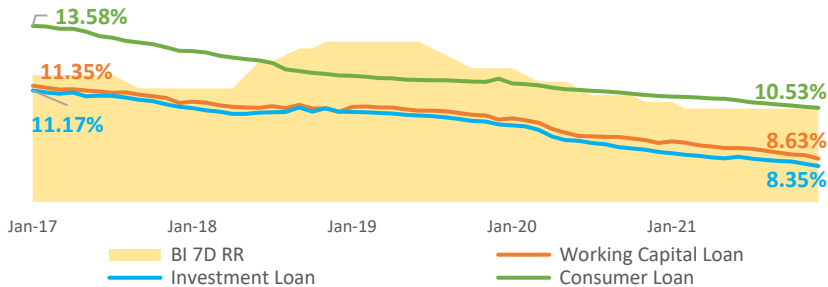


BRI's ability to manage profitability during various benchmark rate trend along with agility on asset & liability management gives more optimism for continuous solid profitability performance.

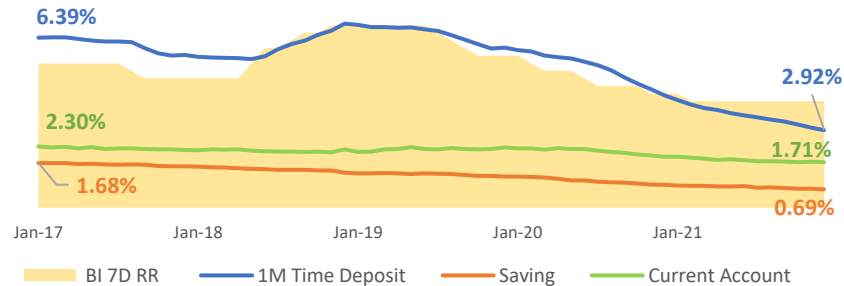
Banking Industry

Banking industry's lending rate shows a consistent declining trend despite the benchmark rate fluctuation. This indicates changes on benchmark rate did not directly transmit to lending rate and competition might become the main factor for lending rate declining trend. On the other hand, deposit rate esp. Time Deposit moves relatively more in line with the benchmark rate showing more direct and faster transmission.

Banking Industry Lending Rate vs Benchmark Rate



Banking Industry Deposit Rate vs Benchmark Rate

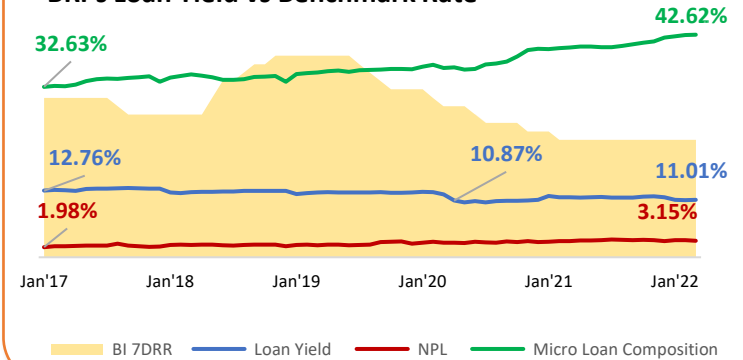


BRI Performance

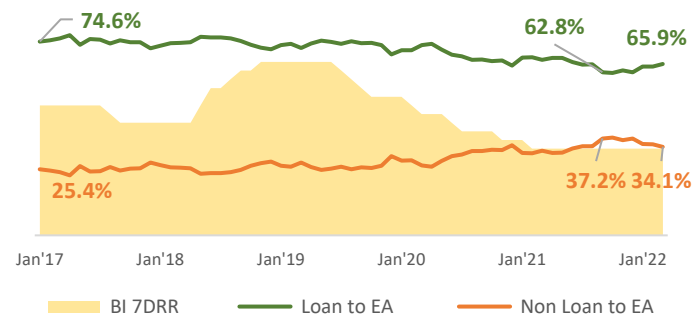
The uphold profitability is supported by increasing high yield loan composition as well as improving efficiency through better CASA. This is shown by:

- The ability to maintain loan yield by shifting the focus of growth to higher yield assets while maintaining its quality despite interest rate trending down environment
- Improving COF efficiency in line with the strategy to push higher CASA composition
- The relatively lower than the average historical level of loan to earning assets composition provides the opportunity to grow on higher yield asset

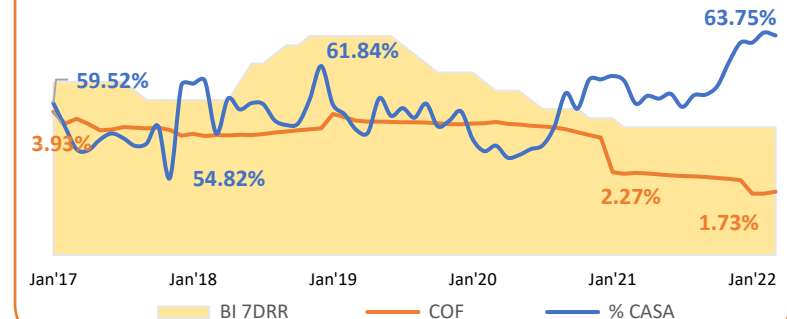
BRI's Loan Yield vs Benchmark Rate



BRI's Earning Asset Composition vs Benchmark



BRI's COF vs Benchmark Rate



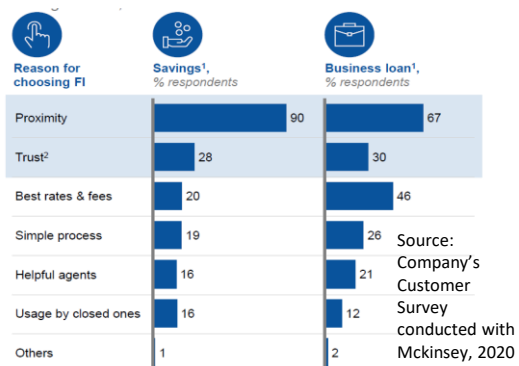


BRI FOCUS TO GROW ON HIGH YIELD ASSET

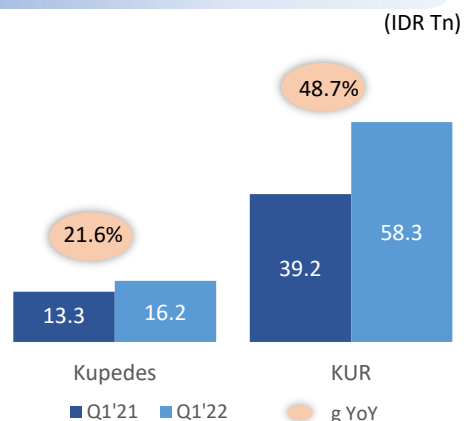
Micro loan growth will be driven by better growth of all micro loan products, each of which provides higher profitability compared to other segments.



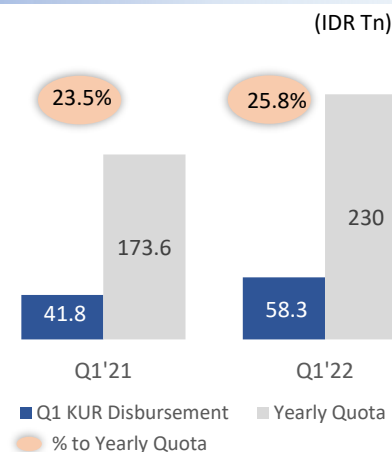
Research on Main Factors of UMi/Micro Customers in Choosing Financial Institution (% Respondents)



Micro Loan Disbursement



Micro KUR Disbursement vs Target Quota



- BRI remains focused to grow in Micro Segment
- During 2020 and 2021, BRI applied the “Business follow stimulus” strategy, which resulted in double-digit growth of Micro loan, supported by KUR
- BRI is optimistic about reaching the 2022 KUR quota of Rp260Tn as KUR disbursement in Q1'22 already reached 25.8% of the total quota
- With better economic growth in 2022, which will drive demand for loans, and other non-interest factors such as proximity and trust that customers also consider in obtaining loans from banks, Kupedes is projected to have better growth. This is shown by the positive growth of Kupedes disbursement by 21.6 YoY in Q1'22.
- BRI has prepared comprehensive strategy to support Kupedes growth i.e., business process reengineering, product innovation, new business model as well as new method on loan officers' target of KUR

Comprehensive Strategy to Boost Kupedes Growth

BUSINESS PROCESS REENGINEERING



Enhancing Digital Micro Loan Underwriting Application
Sales Management, Monitoring & Evaluation, Cross Selling, Origination & Approval



Integrated Digital Sales Platform (“Senyum Mobile”) for BRI, Pegadaian & PNM to enabling cross selling & joint acquisition

PRODUCT INNOVATION & ALIGNMENT

KUPEDES Rejuvenation

- Grace period scheme
- Hybrid scheme (Kupedes Utama)
- Auto renewal
- Pre-approval

KECE (Kupedes Extra Cepat)

- Lower ticket size
- Shorter Tenor
- Faster approval

SIMPEDES BISA

- Micro Savings product with investment and protection features

Product Re-Alignment

Aligning micro loan product within BRI, PNM (Ulaam) and Pegadaian (Kreasi)

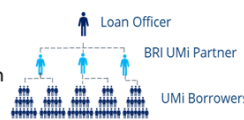
NEW BUSINESS MODEL

Co-Location Senyum

Sharing networks for Pegadaian & PNM to give wider access for UMi Customers and enhance joint acquisition & cross selling

BRILink Mitra UMi

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



MICRO HYPERLOCAL ECOSYSTEM

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

NEW RULES OF KUR DISBURSEMENT

KUR Allocation Breakdown Parameter



New KUR Borrowers



Kupedes Growth



KUR Loan Quality

The KUR Allocation was determined quarterly based on several parameter

Breakdown Mechanism

Jan '22
Early Breakdown

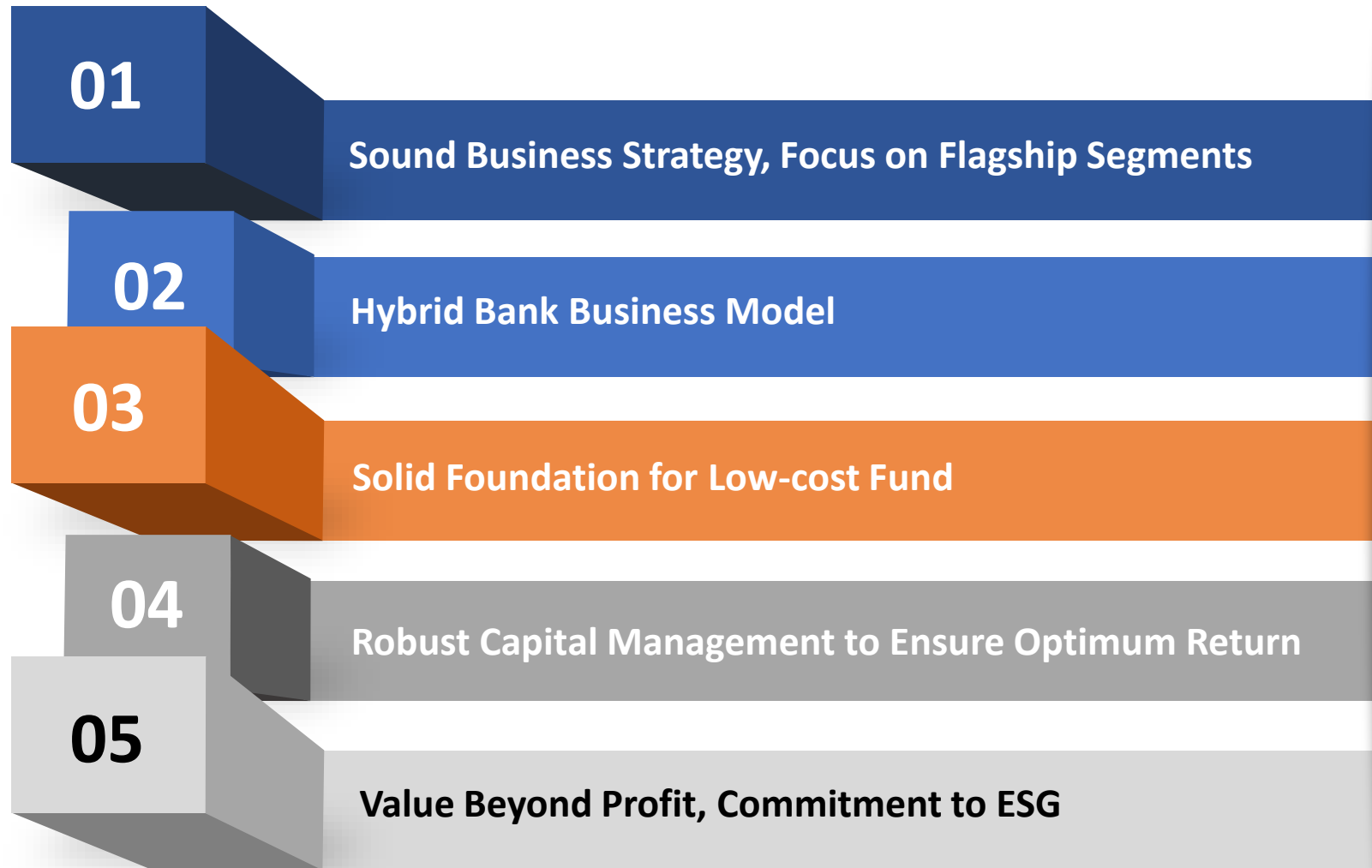
Q1, Q2, Q3
Evaluation

Dec '22
Breakdown Basis in 2023

...The new mechanism encourages the distribution of Micro KUR in 2022 to remain maximal but still maintains Micro yields by growing customer base and high Kupedes growth...

INVESTMENT PROPOSITIONS

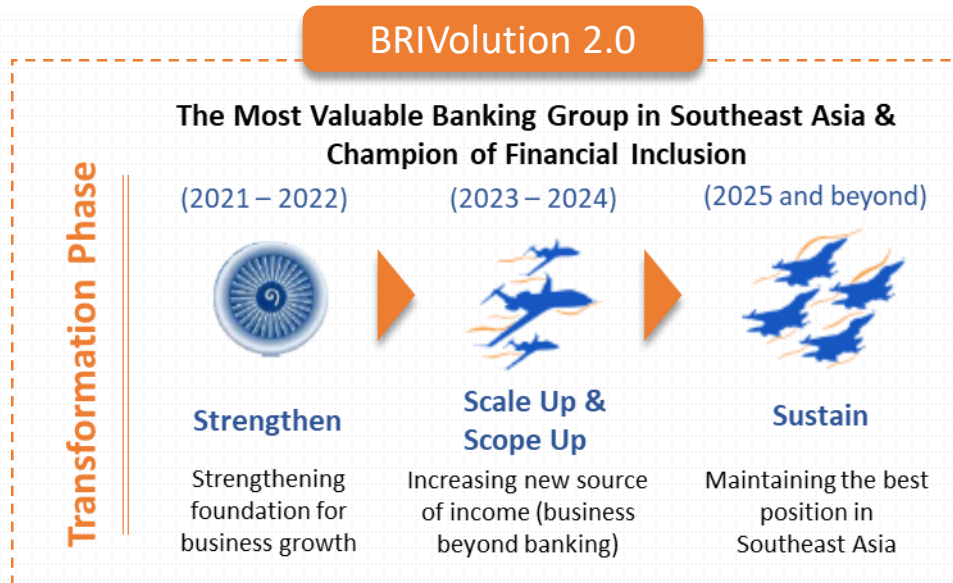






SOUND BUSINESS STRATEGY, FOCUS ON FLAGSHIP SEGMENT

To Become The Most Valuable Banking Group in SEA and Champion of Financial Inclusion



2025 ASPIRATIONS

Market Cap \$75 bn

Digital First DNA

Home to the Best Talent

High Teen Level ROE
~19%

Min 65% CASA Composition

Agile & Entrepreneurial Mindset

55% Micro Loan Composition



Our Transformation is Anchored In Six Themes (6C)

Create New Growth Engine

Accelerate **CASA** Growth

Enhance **Cross Sell** to Boost Fee Income

Adapt **Culture & Capabilities**

Improve **Customer Experience**

Contain **Credit Cost**



SOUND BUSINESS STRATEGY, FOCUS ON FLAGSHIP SEGMENT

Leading and Well-positioned To Serve Micro Banking



BRI Micro Banking Highlights



Large Customer Base

+31.1 million Borrowers
(+13.5 million BRI, +11.7 million PNM, +6.7 million Pegadaian borrowers)
+137 million depositors



Comprehensive Product Offerings

Lendings:

Individual (Secured & Unsecured), Group Lending, Pawn Lending

Deposits: 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

5,181 BRI Units **539,705** BRILink Agents
1,614 Teras BRI **4,085** Pegadaian Outlets
3,676 PNM Outlets



Experienced Financial Advisors

+27,000 Financial Advisors (“Mantri”) to serve and empower micro borrowers and depositors



Digitized Business Process

BRISPOT Micro, Selena, PNM Digi (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

1 Corporation

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

2 Medium

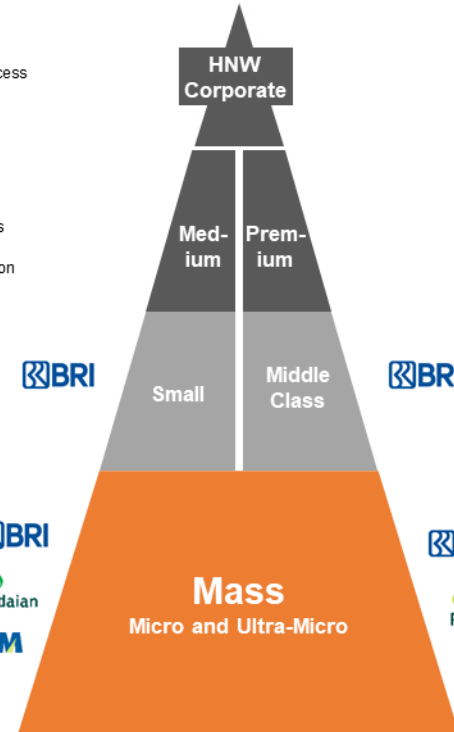
- 60k businesses with assets, >IDR500mn - IDR10bn and sales >IDR2.5bn - IDR50bn
- Limited production and distribution network
- High NPL

3 Small

- c. 785k businesses with assets >IDR50-500mn and sales >IDR300mn - IDR2.5bn

4 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



1 HNWI

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

2 Premium

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

3 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 segment

+7k
Micro
Outlets⁽¹⁾

+530K
BRILink
Agents

+27k
Micro
Financial Advisors



HYBRID BANK BUSINESS MODEL

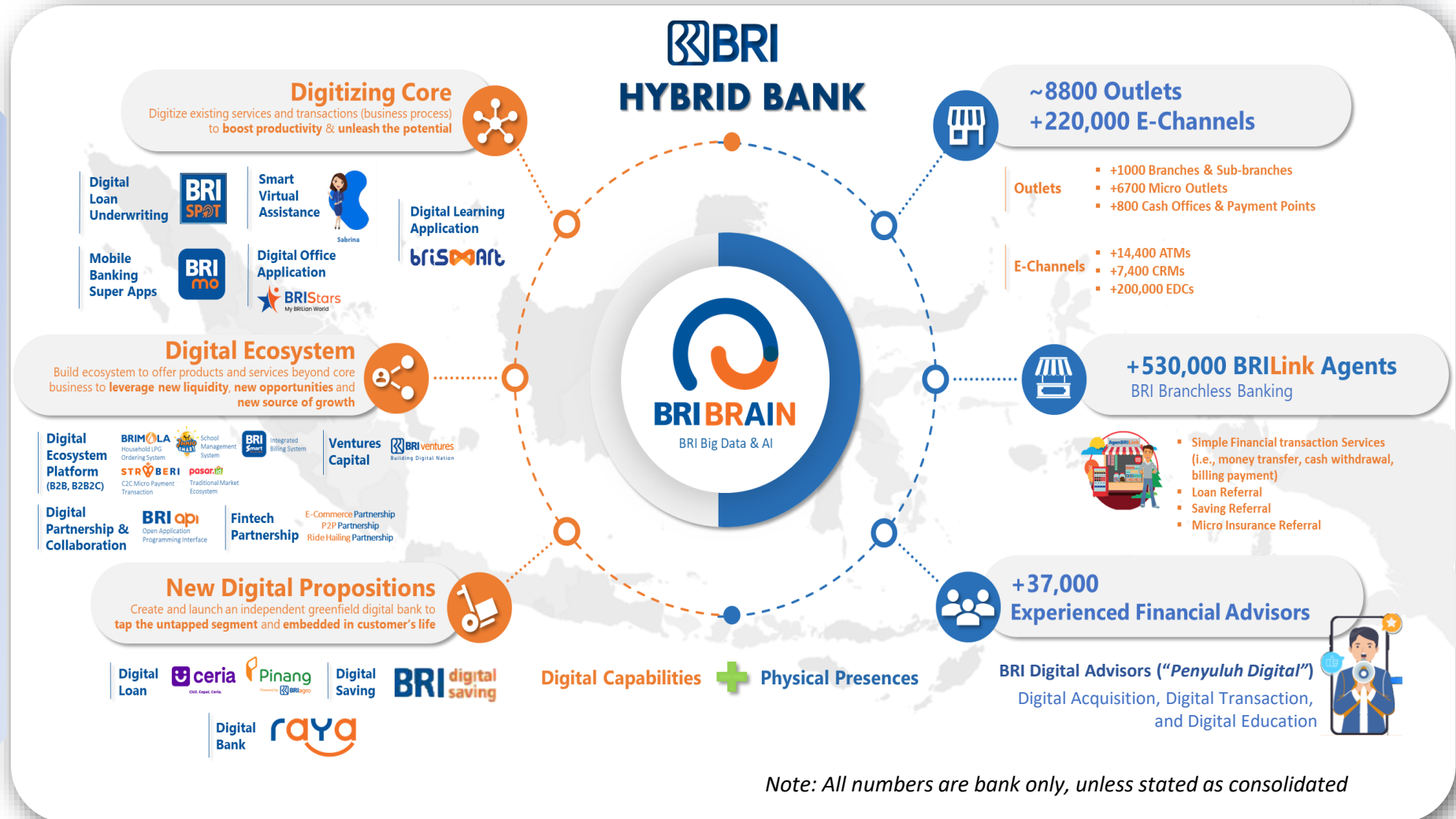
Combining Physical Presence and Digital Capabilities (Phygit) to Match Customer Journey

02



Key Characteristics of Micro Customers

- 1 **Familiar with smartphone technology**, although smartphone penetration remains low
- 2 **Limited knowledge** of financial products
- 3 **Cash** being the dominant chosen method of transactions
- 4 Prefers a financial institution that is **“locally embedded”** and is able to **“gain their trust”**
- 5 Majority **without stable income** and not comfortable with traditional lending products
- 6 Prefers banking **via an agent** rather than digital banking





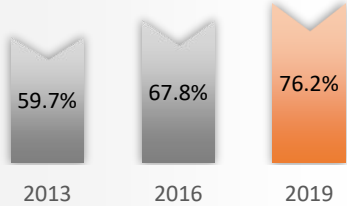
SOLID FOUNDATION FOR LOW-COST FUND

Large Customer Base (and Growing)

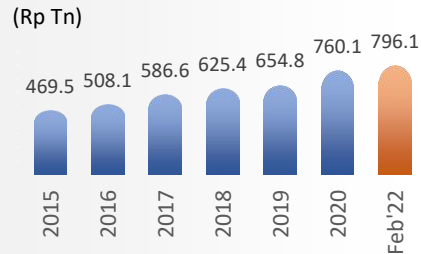
03



Financial Inclusion Index



Money Outside Banks



New Cross Selling Potential

Source of new CASA growth

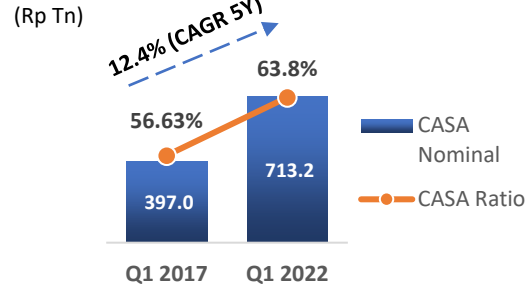


11.7 Mn Borrowers



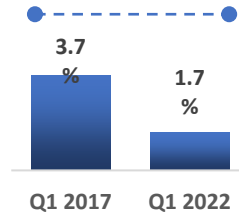
15.8 Mn Borrowers

CASA Growth



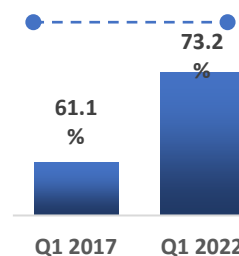
Sustain **double digit CASA** growth of 12.4% (CAGR 5Y)

COF

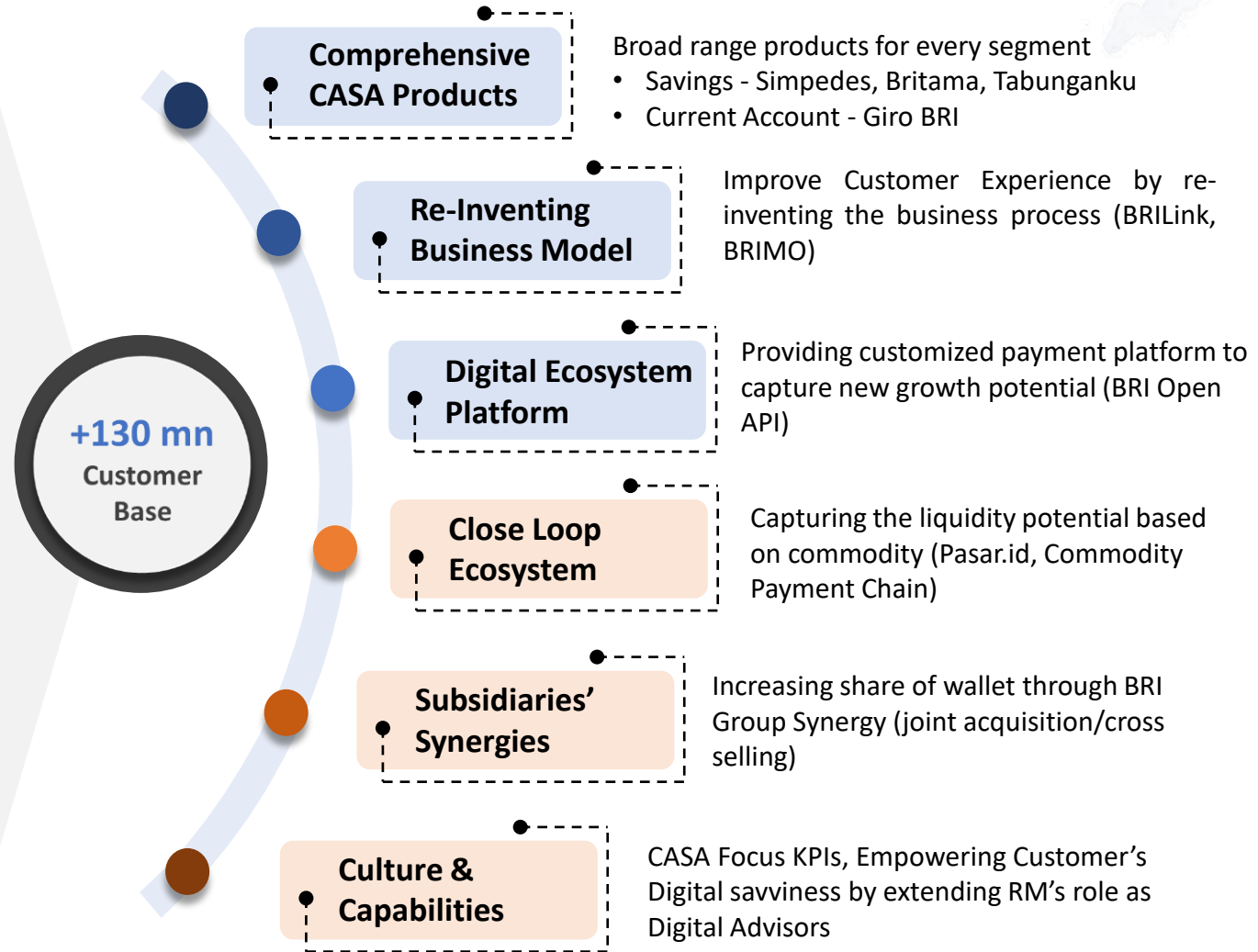


Aggressive efficiency efforts lead **COF ratios** to 1.73%

CASA to Loan Ratios



Improving **CASA to Loan ratios** to ~73%

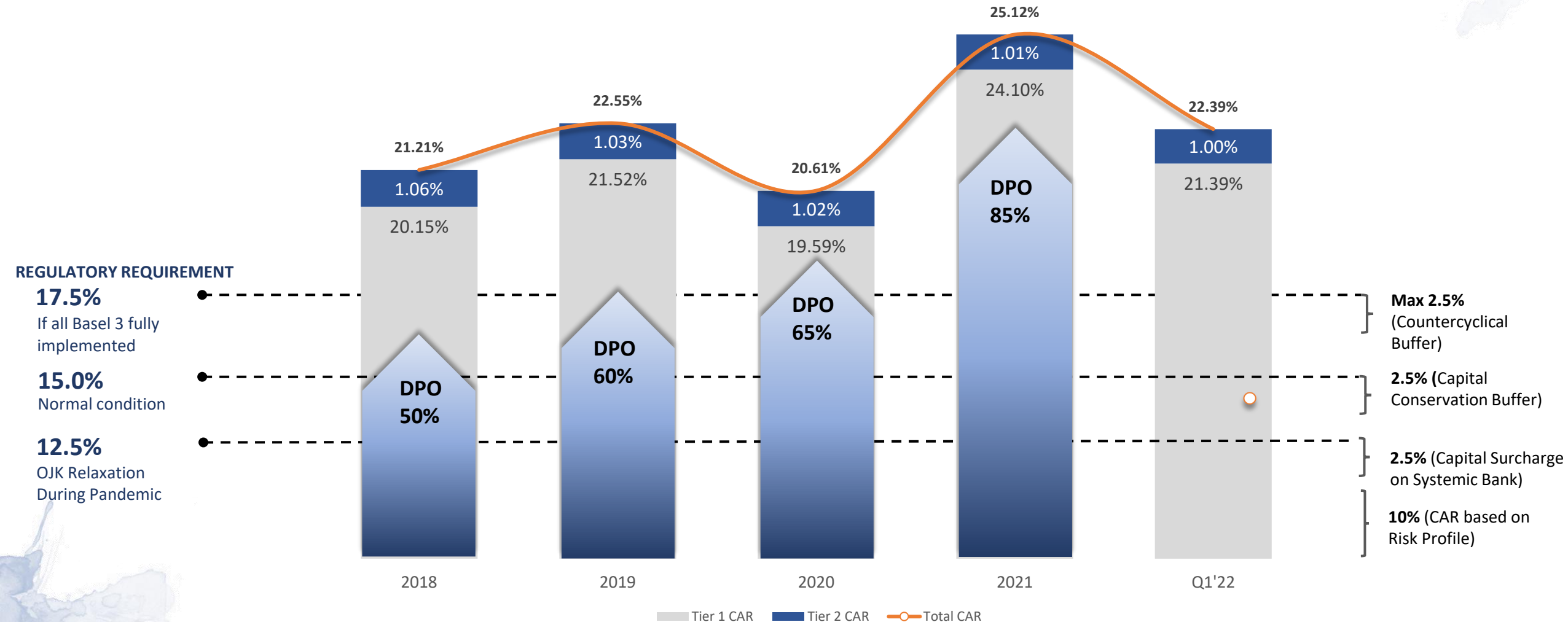




ROBUST CAPITAL MANAGEMENT TO ENSURE OPTIMUM RETURN

Optimizing Capital for Sustainable Business Growth and Shareholders' Return

04



Note: All numbers are bank only, unless stated as consolidated



VALUE BEYOND PROFIT, COMMITMENT TO ESG

At The Forefront of ESG Implementation

05



BRI Sustainability Journey

2021

- Established The Ultra Micro Ecosystem
 - Established ESG Desk
- Established ESG Committee
- Constituent of Indonesia ESG Leader Index

Next

- ESG Roadmap
- ESG integrated KPI
- Sectoral loan policies based on ESG risk mitigation

2020

Conducted Green House Gas (GHG) Emission Calculation

2019

- Issued sustainability bond (\$ 500 million)
 - Submitted Sustainable Finance Action Plan 2019 - 2024

2017

- Issued internal ESG Policies (General Sustainable Finance & CPO Policy)
- First Mover on Sustainable Banking

2018

Appointed as a Chairman of Indonesia Sustainable Finance Initiative (IKBI)

2013

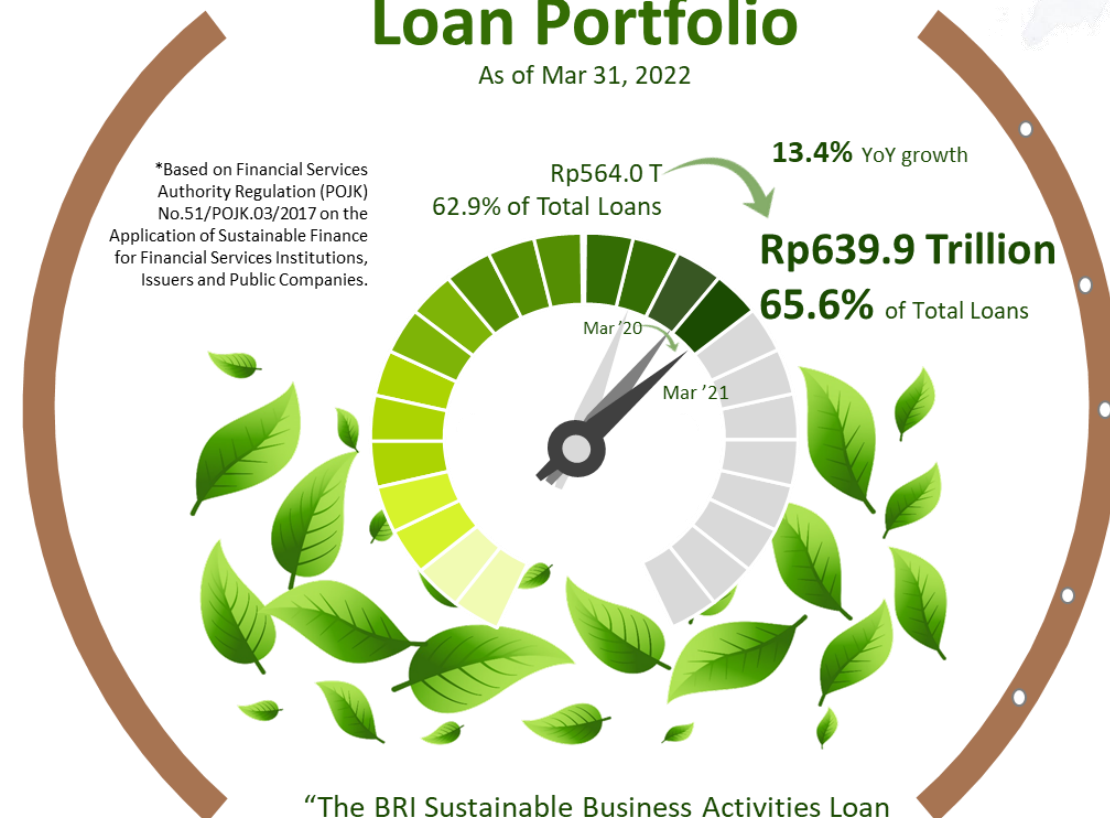
Published 1st Sustainability Report

Sustainable Business Activities*

Loan Portfolio

As of Mar 31, 2022

*Based on Financial Services Authority Regulation (POJK) No.51/POJK.03/2017 on the Application of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies.



"The BRI Sustainable Business Activities Loan Portfolio **has sustainably increased** and **the highest among peers**"

- All numbers are bank only
- Reclassification was carried out on the 2020 figures based on BRI's internal criteria that are more stringent to classify sustainable business activities

BRI Q1'22 PERFORMANCE HIGHLIGHT





BRI CONSOLIDATED PERFORMANCE HIGHLIGHT



PSAK 38 (“BUSINESS COMBINATION OF ENTITIES UNDER COMMON CONTROL”)

Impact to BRI Consolidated Financial Statement



| | Published Financial Statement | | | | |
|--|-------------------------------|-----------------------|------------------|--------------|--------------|
| | Q1 2021 | Q1 2021 (Restated) | Q1 2022 | YoY Growth | YoY Growth |
| | (1) | (2) | (3) | (4 = 3/1) | (5 = 3/2) |
| Asset/Liabilities | | | | | |
| Total Assets (IDR Billion) | 1,411,052 | 1,514,118 | 1,650,279 | 17.0% | 9.0% |
| Total Loans (Gross) (IDR Billion) | 917,948 | 1,001,539 | 1,075,927 | 17.2% | 7.4% |
| Total Deposits (IDR Billion) | 1,049,315 | 1,049,022 | 1,126,495 | 7.4% | 7.4% |
| Total Liabilities | 1,216,288 | 1,288,694 | 1,374,293 | 13.0% | 6.6% |
| Total Equity | 194,764 | 225,424 | 275,986 | 41.7% | 22.4% |
| Profit and Loss | | | | | |
| Interest Income | 29,635 | 34,688 | 36,732 | 23.9% | 5.9% |
| Interest Expenses | (6,450) | (7,567) | (6,325) | -1.9% | -16.4% |
| Net Interest Income | 23,185 | 27,121 | 30,407 | 31.1% | 12.1% |
| Net Profit | 6,860 | 6,860 | 12,220 | 78.1% | 78.1% |

The Implementation of PSAK 38

- Business combination transactions between entities under common control are accounted for in accordance with PSAK No. 38 “Business Combinations of Entities Under Common Control” where the difference between the cost paid and the carrying amount of net assets is recorded as part of the additional paid-in capital account in equity.
- Based on PSAK No. 38, the elements of the financial statements of the combining entities, for the period in which the combination of business entities under common control occurs and for the comparative period presented, are presented **as if the combination had occurred since the beginning of the period when the entities were combined under common control.**

(1) The Financial statement as of 31 March 2021 has been previously released

(2) The financial statement as of 31 March 2021 was restated in accordance with the provisions of PSAK 38 as if the business acquisition of PT. Pegadaian and PT. PNM which is effective as of 13 September 2021 has occur since the beginning of the period when the acquisition entities are under common control.

(3) The financial statement as of 31 March 2022 has consolidated the financial statement of PT. Pegadaian and PT. PNM which is effective in the acquisition on 13 September 2021 (Pegadaian and PNM Balance Sheet statement and Profit and Loss is fully recognized line by line while for net profit only recognized for 3 months)

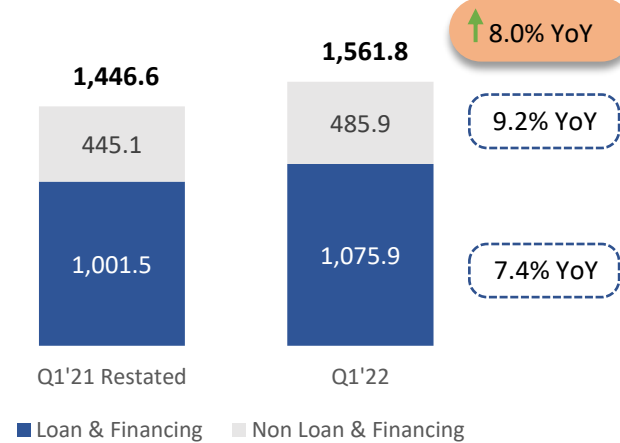


BALANCE SHEET HIGHLIGHT – CONSOLIDATED

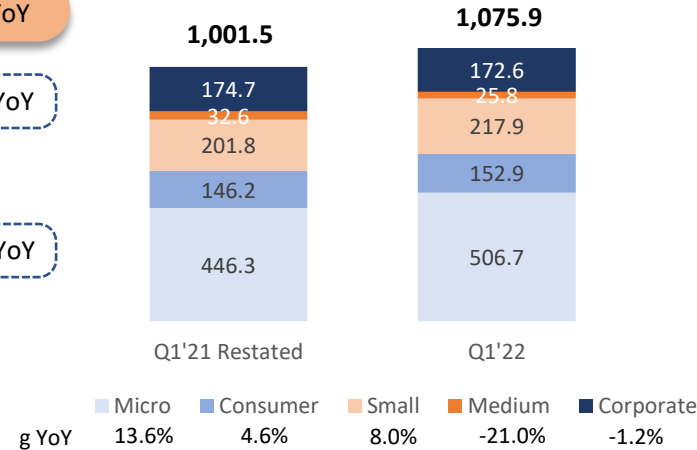


Earning Asset growth of 8.0% YoY was driven by Loan & Financing which grew 7.4% and Non Loan and Financing which grew 9.2%.

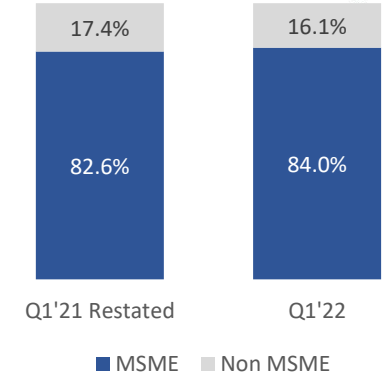
Earning Assets (IDR Trillion)



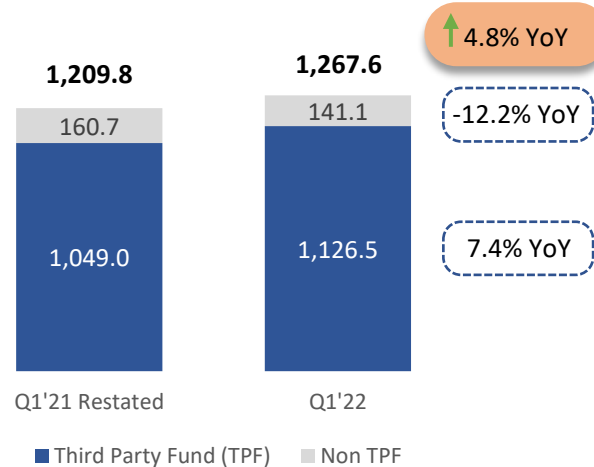
Loan & Financing Composition



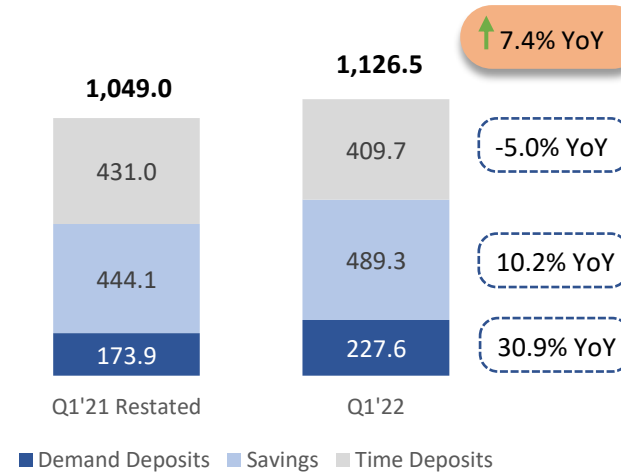
MSME Composition



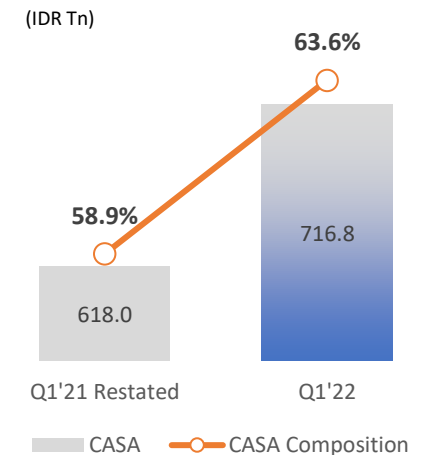
Source of Funding (IDR Trillion)



Third Party Fund (IDR Trillion)



CASA Composition



The increase of Interest-Bearing Liabilities is due to the positive growth of Third-Party Fund (7.4% YoY), mainly contributed by low-cost fund (CASA) which grew 16.0% YoY



PROFITABILITY HIGHLIGHT – CONSOLIDATED

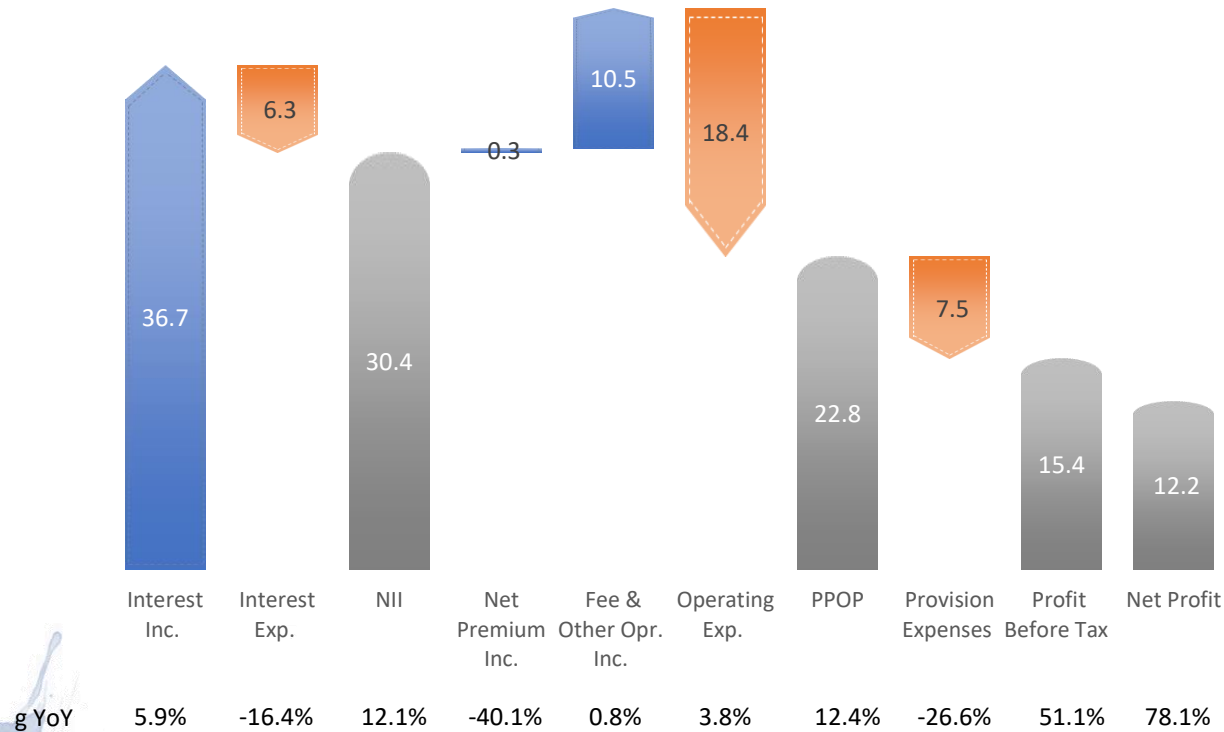
High PPOP Growth Coupled with Manageable Provisioning Drives Strong Net Profit Growth



(IDR Trillion)

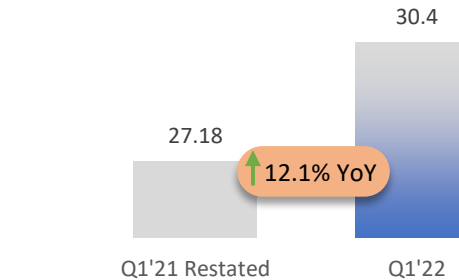
P&L Movement

(IDR Trillion)

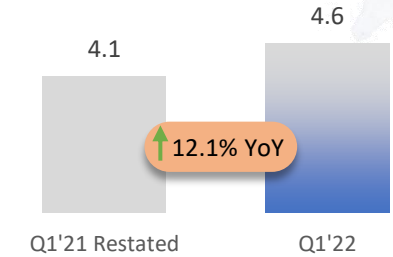


*Other Operating Expense includes COGS in Pegadaian gold business

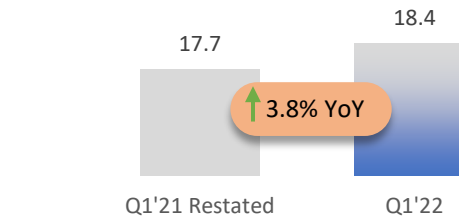
NII



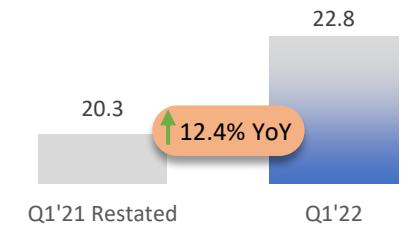
Fee Income



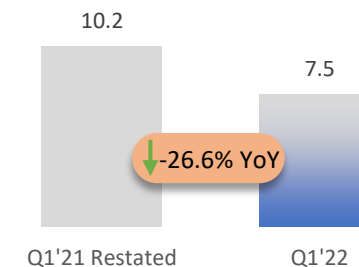
Opr Expense



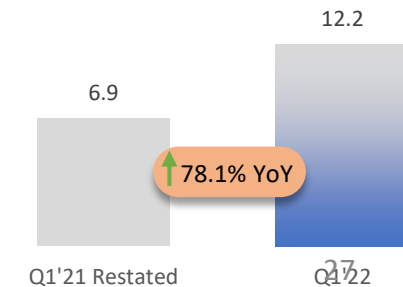
PPOP



Provision Expense



Net Profit



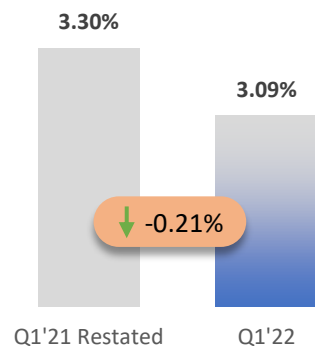


KEY RATIOS – CONSOLIDATED

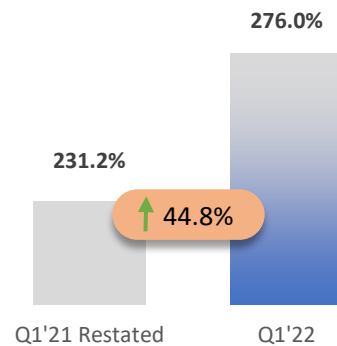
Solid Performance across Major Metrics



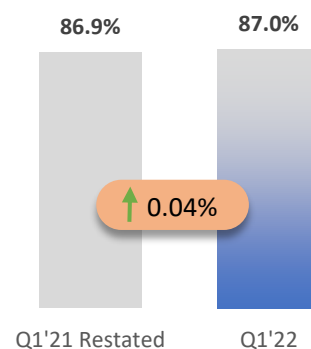
NPL



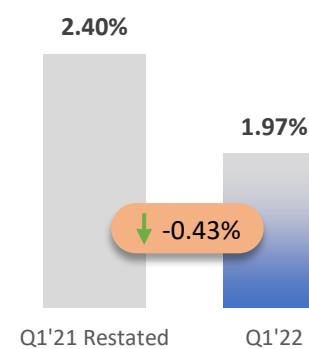
NPL Coverage



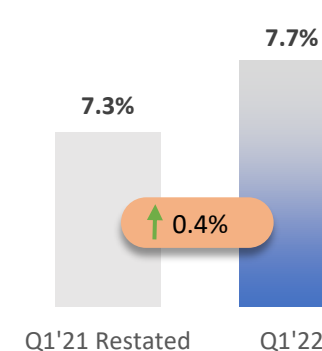
LDR*



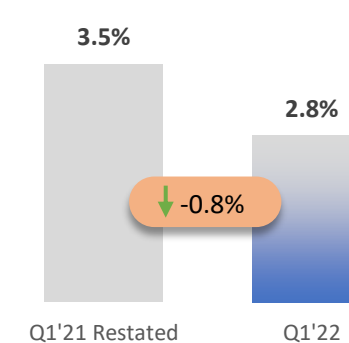
Cost of Fund



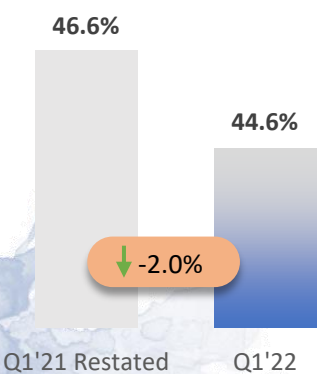
NIM



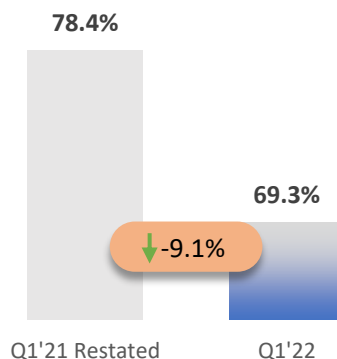
Credit Cost



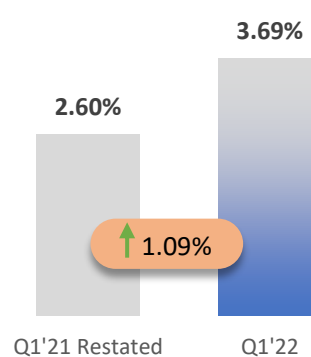
CIR



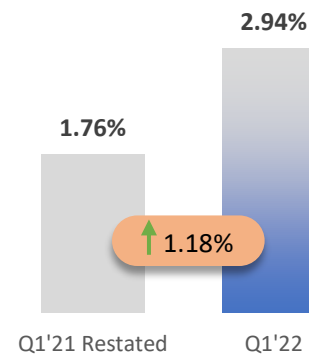
Operating Expense to Operating Income



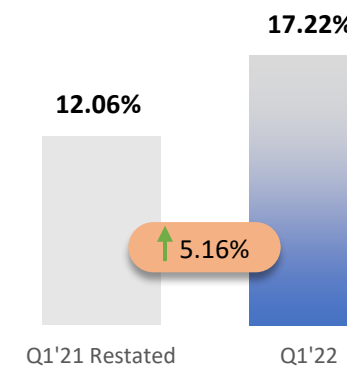
ROA BT



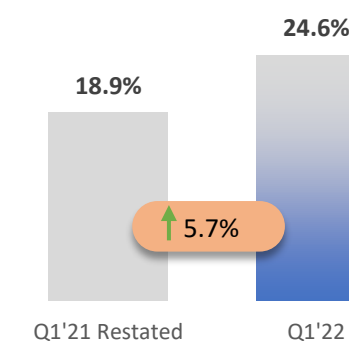
ROA AT



ROE B/S



Total CAR



*Only calculated BRI and Raya financial numbers. If loan & financing of all subsidiaries are calculated, LDR is 95.47% in Q1'21 and 95.51% in Q1'22



BRI BANK ONLY PERFORMANCE HIGHLIGHT



BALANCE SHEET HIGHLIGHT – BANK ONLY

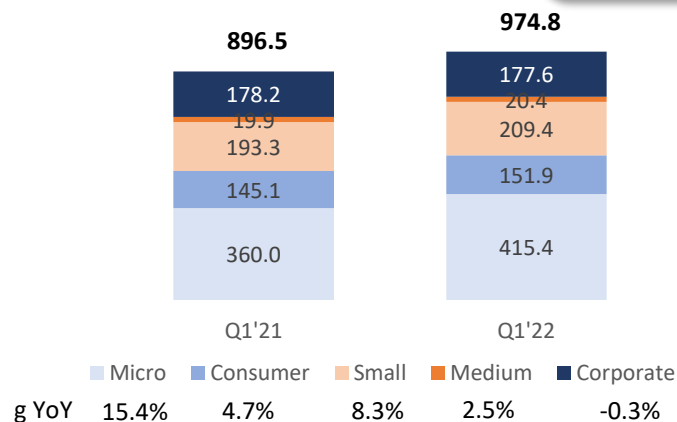
Increasing Loan Growth Driven by MSME Loan, Along with Improving CASA Composition



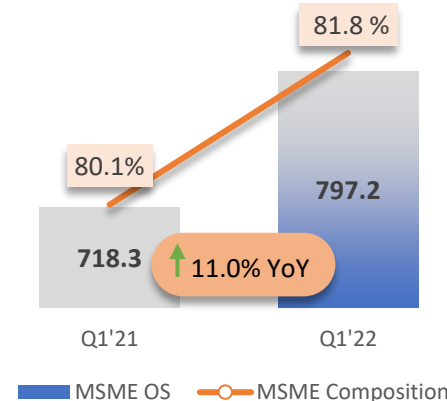
Positive loan growth of 8.7% YoY was remain driven by Micro Segment, which grew double-digit of 15.4%. This led to an increasing MSME composition of 81.8% in Q1'22 from previously 80.1% in Q1'21.

Loan (IDR Trillion)

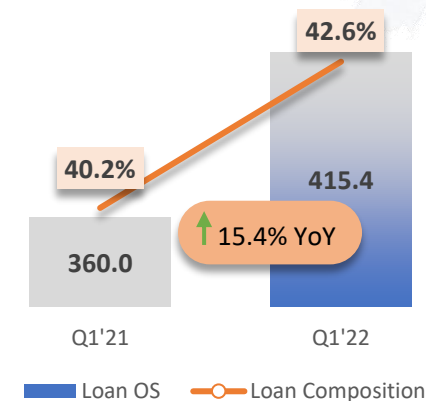
↑ 8.7% YoY



MSME Loan (IDR Trillion)

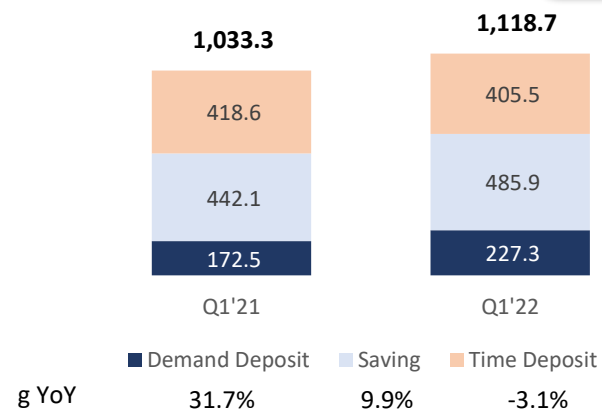


Micro Loan (IDR Trillion)

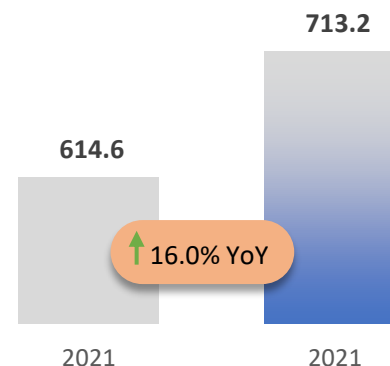


Deposit (IDR Trillion)

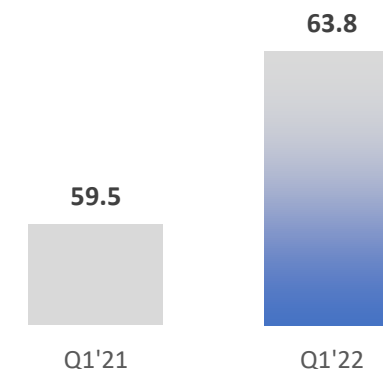
↑ 8.3% YoY



CASA (IDR Trillion)



CASA Composition (in %)



Deposit grew positive, with the main contribution coming from 16.0% YoY of CASA growth and accelerated the CASA composition significantly to 63.8%



LOAN QUALITY – BANK ONLY

Improving Loan Quality with Stronger Positioning



LAR

28.8%



Q1'21

22.6%



Q1'22



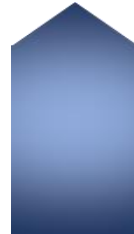
NPL

3.12%



Q1'21

3.15%



Q1'22

SML

4.52%



Q1'21

4.91%



Q1'21

Current Restructured Loan

21.2%



Q1'21

14.5%



Q1'21

COVERAGE

NPL Coverage

254.8%



Q1'21

275.7%



Q1'22

LAR Coverage



Q1'21



Q1'21

38.5%



Q1'22

WRITE OFF & RECOVERY RATE

(IDR Trillion)

Write Off



Q1'21

3.3



Q1'22

Recovery

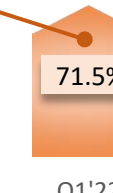
103.6%

1.8



Q1'21

2.3



Q1'22

Recovery (Rp)

Recovery Rate

Note: All numbers are bank only, unless stated as consolidated



PROFITABILITY HIGHLIGHT – BANK ONLY

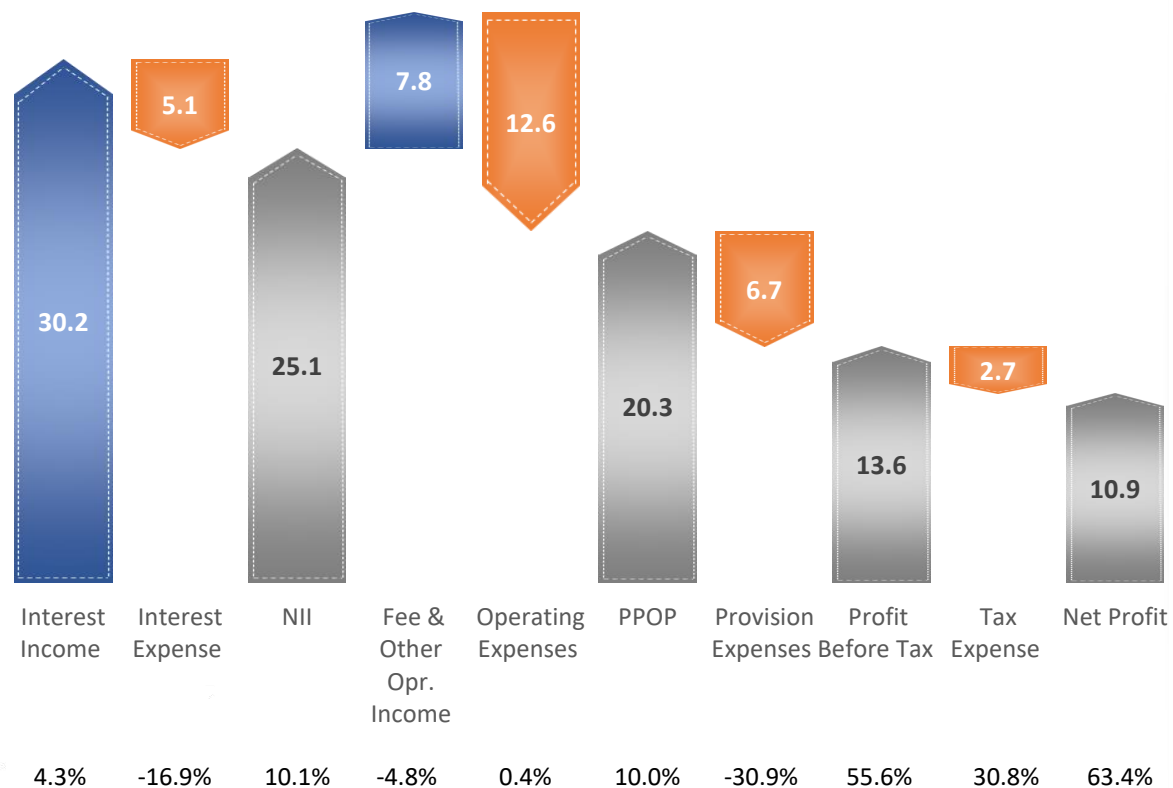
Strong Bottom Line Supported by Efficiency in Operating Expense and Provision



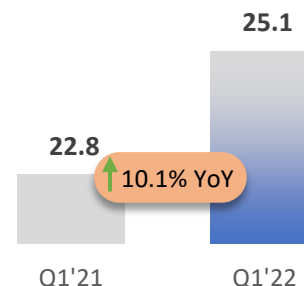
(IDR Trillion)

P&L Movement

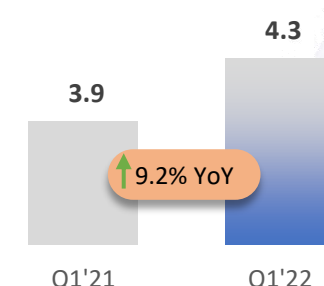
(IDR Trillion)



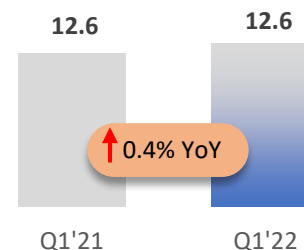
NII



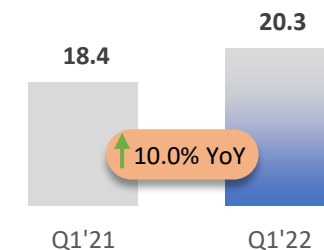
Fee Income



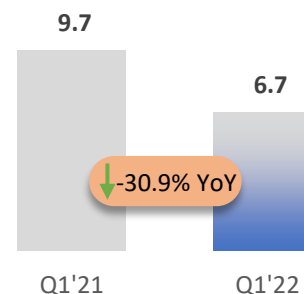
Opr Expense



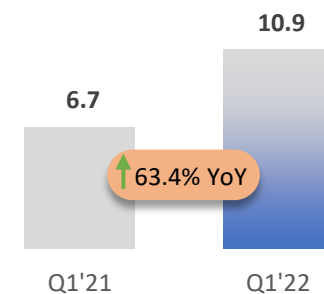
PPOP



Provision Expense



Net Profit



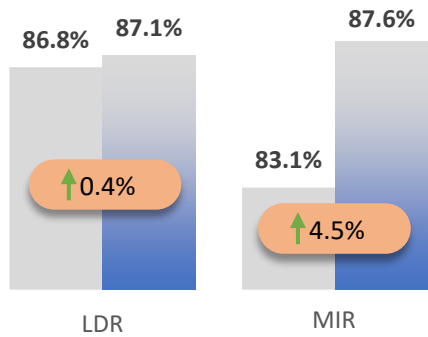


KEY RATIOS – BANK ONLY

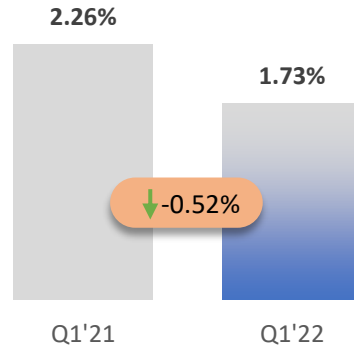
Increasing ROE with More Robust Capital



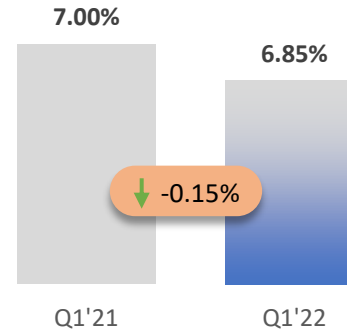
LDR & MIR



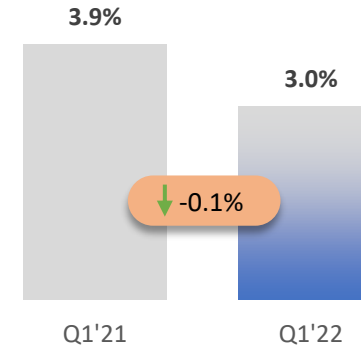
Cost of Fund



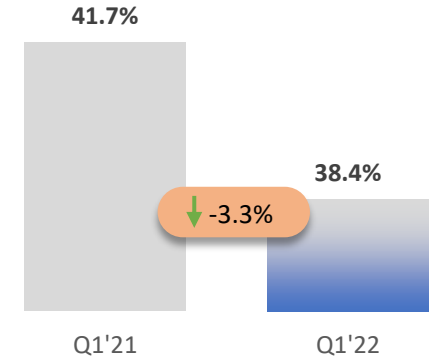
NIM



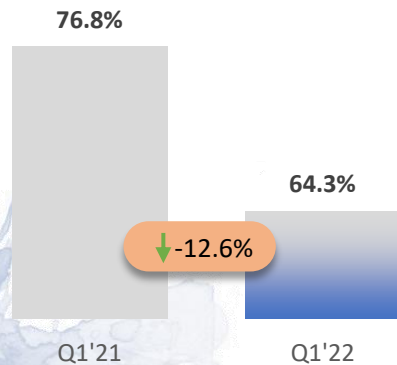
Credit Cost



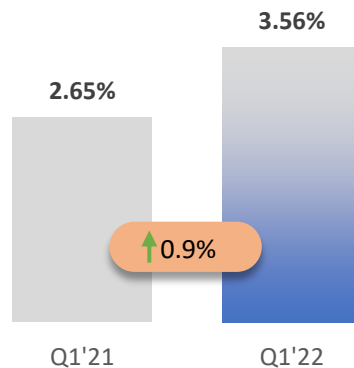
CIR



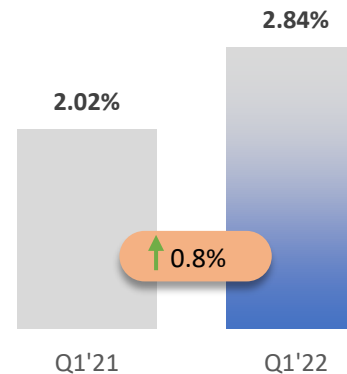
Operating Expense to Operating Income



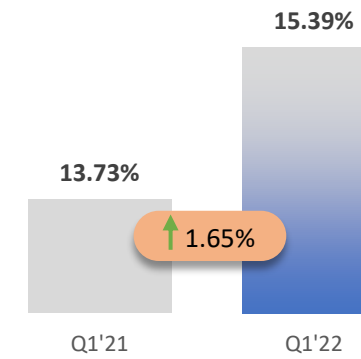
ROA BT



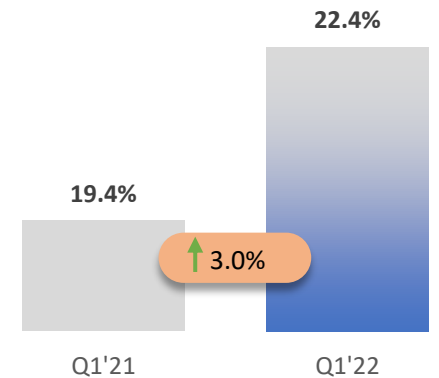
ROA AT



ROE B/S



Total CAR



GUIDANCE & KEY TAKEAWAYS





| | BRI Group FY'22 Guidance |
|----------------------------|-------------------------------------|
| Loan Growth (YoY) | 9% - 11% |
| Net Interest Margin | 7.6% - 7.8% |
| Cost of Credit | 2.8% - 3% |
| OHC Growth | 6% - 8% |
| NPL | 2.8% - 3% |



KEY TAKEAWAYS



01



Solid performance post 3rd wave pandemic

02



Increasing loan growth driven by strong micro and ultra micro loan growth

03



Decreasing Loan at Risk with manageable credit cost

04



Solid net profit growth supported by more efficient opex and provisioning

05



Capital remains strong to support future growth, post dividend payment with highest DPO



SUPPORTING MATERIAL

Q1'22 **CONSOLIDATED** **PERFORMANCE**





CONSOLIDATED FINANCIAL HIGHLIGHTS



(IDR Billion)

| Description | 2020 Restated | 2021 |
|---|------------------|-----------|
| Asset/Liabilities | | |
| Total Assets (IDR Billion) | 1,610,065 | 1,678,098 |
| Total Loans & Financing (Gross) (IDR Billion) | 1,020,193 | 1,042,867 |
| Total Deposits (IDR Billion) | 1,120,922 | 1,138,743 |
| Asset Quality | | |
| NPL (gross) | 2.88% | 3.00% |
| NPL (nett) | 0.87% | 0.70% |
| NPL Coverage | 239.2% | 281.2% |
| Liquidity | | |
| CASA | 59.7% | 63.1% |
| LDR* | 83.4% | 83.5% |
| Profitability | | |
| Net Profit (IDR Billion) | 18,660 | 30,756 |
| NIM | 6.90% | 7.70% |
| Cost to Income Ratio (CIR) | 50.9% | 48.6% |
| Operating Expense to Operating Income | 83.5% | 78.5% |
| ROA before tax | 2.1% | 2.6% |
| ROE Tier 1 | 11.6% | 16.0% |
| Capital | | |
| Tier1 CAR | 19.1% | 26.2% |
| Total CAR | 20.1% | 27.2% |

| Q1'21 Restated | Q1'22 | g YoY | | g QoQ | |
|-------------------|-----------|---------|-------|----------|-------|
| | | Nom | % | Nom | % |
| | | | | | |
| 1,514,118 | 1,650,279 | 136,161 | 9.0% | (27,818) | -1.7% |
| 1,001,539 | 1,075,927 | 74,388 | 7.4% | 33,060 | 3.2% |
| 1,049,022 | 1,126,495 | 77,473 | 7.4% | (12,248) | -1.1% |
| | | | | | |
| 3.30% | 3.09% | | -0.2% | | 0.1% |
| 1.14% | 0.78% | | -0.4% | | 0.1% |
| 231.2% | 276.0% | | 44.8% | | -5.2% |
| | | | | | |
| 58.9% | 63.6% | | 4.7% | | 0.6% |
| 86.9% | 87.0% | | 0.0% | | 3.5% |
| | | | | | |
| 6,860 | 12,220 | 5,360 | 78.1% | 534 | 4.6% |
| 7.33% | 7.72% | | 0.4% | | 0.0% |
| 46.6% | 44.6% | | -2.0% | | -4.0% |
| 78.4% | 69.3% | | -9.1% | | -9.2% |
| 2.60% | 3.69% | | 1.1% | | 1.1% |
| 15.20% | 19.00% | | 3.8% | | 3.0% |
| | | | | | |
| 17.9% | 23.6% | | 5.7% | | -2.6% |
| 18.9% | 24.6% | | 5.8% | | -2.6% |

*Only calculated BRI and Raya financial numbers. If loan & financing of all subsidiaries are calculated, LDR is 95.47% in Q1'21 and 95.51% in Q1'22



CONSOLIDATED BALANCE SHEET



IDR Billion

| Description | 2020 | 2021 |
|------------------------------------|------------------|------------------|
| Total Assets | 1,610,065 | 1,678,098 |
| - Gross Loans & Financing | 1,020,193 | 1,042,867 |
| - Other Earnings Assets | 491,729 | 546,047 |
| Total Earning Assets | 1,511,922 | 1,588,914 |
| Earning Assets Provision | (72,747) | (89,821) |
| Total Earning Assets (net) | 1,439,174 | 1,499,093 |
| Total Non-Earning Assets | 170,891 | 179,004 |
| Total Liabilities & S.E | 1,610,065 | 1,678,098 |
| Total Customer Deposits | 1,120,922 | 1,138,743 |
| - Demand Deposits | 192,730 | 220,590 |
| - Savings | 476,066 | 497,677 |
| - Time Deposits | 452,126 | 420,476 |
| Other Interest-Bearing Liabilities | 195,651 | 167,005 |
| Non Interest-Bearing Liabilities | 64,025 | 80,563 |
| Tier I Capital | 187,205 | 266,166 |
| Total Shareholder's Equity | 229,467 | 291,787 |

| Q1'21 | Q1'22 | g YoY | | g QoQ | |
|------------------|------------------|----------------|-------------|-----------------|--------------|
| | | Nom | % | Nom | % |
| 1,514,118 | 1,650,279 | 136,161 | 9.0% | (27,818) | -1.7% |
| 1,001,539 | 1,075,927 | 74,388 | 7.4% | 33,060 | 3.2% |
| 445,052 | 485,882 | 40,830 | 9.2% | (60,164) | -11.0% |
| 1,446,591 | 1,561,809 | 115,218 | 8.0% | (27,105) | -1.7% |
| (78,478) | (93,962) | (15,484) | 19.7% | (4,141) | 4.6% |
| 1,368,113 | 1,467,848 | 99,735 | 7.3% | (31,246) | -2.1% |
| 146,005 | 182,432 | 36,426 | 24.9% | 3,427 | 1.9% |
| 1,514,118 | 1,650,279 | 136,161 | 9.0% | (27,818) | -1.7% |
| 1,049,022 | 1,126,495 | 77,473 | 7.4% | (12,248) | -1.1% |
| 173,884 | 227,551 | 53,666 | 30.9% | 6,960 | 3.2% |
| 444,097 | 489,258 | 45,161 | 10.2% | (8,419) | -1.7% |
| 431,041 | 409,687 | (21,354) | -5.0% | (10,789) | -2.6% |
| 160,744 | 141,070 | (19,673) | -12.2% | (25,934) | -15.5% |
| 78,929 | 106,727 | 27,799 | 35.2% | 26,164 | 32.5% |
| 173,951 | 248,252 | 74,301 | 42.7% | (17,914) | -6.7% |
| 225,424 | 275,986 | 50,563 | 22.4% | (15,800) | -5.4% |



CONSOLIDATED INCOME STATEMENT



IDR Billion

| Description | 2020 Restated | 2021 | Q1'21 Restated | Q1'22 | g YoY | |
|--|---------------|----------|----------------|----------|-------|--------|
| | | | | | Nom | % |
| Interest Income | 135,765 | 143,523 | 34,688 | 36,732 | 2,043 | 5.9% |
| Interest Expense | (42,180) | (29,429) | (7,567) | (6,325) | 1,242 | -16.4% |
| Net Interest Income | 93,584 | 114,094 | 27,121 | 30,407 | 3,286 | 12.1% |
| Net Premium Income | 879 | 1,043 | 465 | 278 | (186) | -40.1% |
| Fee & Other Opr. Income | 38,100 | 41,216 | 10,387 | 10,474 | 87 | 0.8% |
| Gross Operating Income | 180,070 | 191,729 | 46,770 | 49,967 | 3,197 | 6.8% |
| Other Operating Expenses | (67,504) | (75,918) | (17,697) | (18,365) | (668) | 3.8% |
| Pre-Provision Operating Profit | 65,059 | 80,435 | 20,276 | 22,794 | 2,518 | 12.4% |
| Provision Expenses | (35,280) | (39,291) | (10,181) | (7,474) | 2,706 | -26.6% |
| Non-Operating Income (Net) | 215 | (152) | 68 | 40 | (28) | -40.9% |
| Profit Before Tax n Minor. Int. | 29,993 | 40,992 | 10,163 | 15,360 | 5,197 | 51.1% |
| Income Before Pro Forma Net Income Arising From Acquisition Transaction With Entities Under Common Control | 21,041 | 33,156 | 7,752 | 12,220 | 4,468 | 57.6% |
| Pro Forma Net Income Arising From Acquisition Transaction With Entities Under Common Control | 2,381 | 2,401 | (892) | - | - | - |
| Net Profit | 18,660 | 30,756 | 6,860 | 12,220 | 5,360 | 78.1% |

Q1'22 **BANK ONLY** **PERFORMANCE**





FINANCIAL HIGHLIGHT



IDR Billion

| Description | 2019 | 2020 | 2021 |
|---------------------------------------|-----------|-----------|-----------|
| Asset/Liabilities | | | |
| Total Assets (IDR Billion) | 1,343,078 | 1,421,785 | 1,572,761 |
| Total Loans (Gross) (IDR Billion) | 859,558 | 880,675 | 943,703 |
| Total Deposits (IDR Billion) | 969,750 | 1,052,664 | 1,127,849 |
| Asset Quality | | | |
| NPL (gross) | 2.62% | 2.94% | 3.08% |
| NPL (nett) | 1.04% | 0.80% | 0.70% |
| NPL Coverage | 166.59% | 247.98% | 278.14% |
| LAR | 9.78% | 28.26% | 24.11% |
| LAR Coverage | 44.65% | 25.77% | 35.56% |
| Credit Cost | 4.81% | 3.28% | 3.42% |
| Liquidity | | | |
| CASA | 59.01% | 61.00% | 63.30% |
| LDR | 88.64% | 83.66% | 83.67% |
| Profitability | | | |
| Net Profit (IDR Billion) | 34,029 | 18,353 | 32,215 |
| Cost of Fund (CoF) | 3.58% | 3.22% | 2.05% |
| NIM | 6.98% | 6.00% | 6.89% |
| Loan Yield | 12.45% | 11.00% | 11.47% |
| Earning Asset Yield | 10.28% | 8.77% | 9.39% |
| Cost to Income Ratio (CIR) | 40.03% | 45.40% | 43.26% |
| Operating Expense to Operating Income | 70.10% | 81.22% | 74.30% |
| ROA before tax | 3.50% | 1.98% | 2.72% |
| ROE Tier 1 | 19.41% | 11.05% | 16.87% |
| ROE B/S | 17.77% | 9.91% | 14.09% |
| Capital | | | |
| Tier1 CAR | 21.52% | 19.59% | 24.27% |
| Total CAR | 22.55% | 20.61% | 25.28% |

| Q1'21 | Q1'22 | g YoY | | g QoQ | |
|-----------|-----------|---------|--------|----------|--------|
| | | Nom | % | Nom | % |
| 1,374,381 | 1,540,856 | 166,475 | 12.1% | (31,905) | -2.0% |
| 896,515 | 974,802 | 78,287 | 8.7% | 31,099 | 3.3% |
| 1,033,256 | 1,118,705 | 85,448 | 8.3% | (9,144) | -0.8% |
| 3.12% | 3.15% | | 0.03% | | 0.1% |
| 0.86% | 0.77% | | -0.1% | | 0.1% |
| 254.79% | 275.66% | | 20.9% | | -2.5% |
| 28.84% | 22.58% | | -6.3% | | -1.5% |
| 27.58% | 38.50% | | 10.9% | | 2.9% |
| 3.91% | 2.96% | | -1.0% | | -0.5% |
| 59.48% | 63.75% | | 4.3% | | 0.4% |
| 86.77% | 87.14% | | 0.4% | | 3.5% |
| 6,673 | 10,903 | 4,229 | 63.4% | (898) | -7.6% |
| 2.26% | 1.73% | | -0.5% | | -0.3% |
| 7.00% | 6.85% | | -0.2% | | 0.0% |
| 11.49% | 10.98% | | -0.5% | | -0.5% |
| 8.89% | 8.24% | | -0.6% | | -1.1% |
| 41.71% | 38.37% | | -3.3% | | -4.9% |
| 76.83% | 64.26% | | -12.6% | | -10.0% |
| 2.65% | 3.56% | | 0.91% | | 0.8% |
| 15.47% | 19.11% | | 3.6% | | 2.2% |
| 13.73% | 15.39% | | 1.7% | | 1.3% |
| 18.39% | 21.39% | | 3.0% | | -2.9% |
| 19.40% | 22.39% | | 3.0% | | -2.9% |



BALANCE SHEET

Stronger Loan Growth with Ample Liquidity and Robust Capital



IDR Billion

| Description | 2019 | 2020 | 2021 |
|------------------------------------|------------------|------------------|------------------|
| Total Assets | 1,343,078 | 1,421,785 | 1,572,761 |
| - Gross Loans | 859,558 | 880,675 | 943,703 |
| - Other Earnings Assets | 372,442 | 467,502 | 561,094 |
| Total Earning Assets | 1,233,131 | 1,348,177 | 1,504,797 |
| Earning Assets Provision | (37,670) | (66,444) | (82,868) |
| Total Earning Assets (net) | 1,195,460 | 1,281,733 | 1,421,928 |
| Total Non-Earning Assets | 147,617 | 140,052 | 150,833 |
| Total Liabilities & S.E | 1,343,078 | 1,421,785 | 1,572,761 |
| Total Customer Deposits | 969,750 | 1,052,664 | 1,127,849 |
| - Demand Deposits | 167,843 | 183,002 | 219,397 |
| - Savings | 404,360 | 459,148 | 494,576 |
| - Time Deposits | 397,547 | 410,513 | 413,876 |
| Other Interest-Bearing Liabilities | 135,752 | 134,912 | 103,204 |
| Non-Interest-Bearing Liabilities | 33,910 | 39,850 | 55,291 |
| Tier I Capital | 187,012 | 174,757 | 231,397 |
| Total Shareholder's Equity | 203,665 | 194,359 | 286,418 |

| Q1'21 | Q1'22 | g YoY | | g QoQ | |
|------------------|------------------|----------------|--------------|-----------------|--------------|
| | | Nom | % | Nom | % |
| 1,374,381 | 1,540,856 | 166,475 | 12.1% | (31,905) | -2.0% |
| 896,515 | 974,802 | 78,287 | 8.7% | 31,099 | 3.3% |
| 432,292 | 503,679 | 71,387 | 16.5% | (57,415) | -10.2% |
| 1,328,807 | 1,478,481 | 149,674 | 11.3% | (26,316) | -1.7% |
| (73,280) | (86,837) | (13,558) | 18.5% | (3,969) | 4.8% |
| 1,255,527 | 1,391,643 | 136,116 | 10.8% | (30,285) | -2.1% |
| 118,854 | 149,213 | 30,359 | 25.5% | (1,620) | -1.1% |
| 1,374,381 | 1,540,856 | 166,475 | 12.1% | (31,905) | -2.0% |
| 1,033,256 | 1,118,705 | 85,448 | 8.3% | (9,144) | -0.8% |
| 172,520 | 227,276 | 54,756 | 31.7% | 7,879 | 3.6% |
| 442,093 | 485,911 | 43,818 | 9.9% | (8,665) | -1.8% |
| 418,643 | 405,518 | (13,126) | -3.1% | (8,358) | -2.0% |
| 96,535 | 77,055 | (19,480) | -20.2% | (26,149) | -25.3% |
| 56,712 | 76,552 | 19,840 | 35.0% | 21,261 | 38.5% |
| 167,633 | 212,728 | 45,094 | 26.9% | (18,669) | -8.1% |
| 187,878 | 268,544 | 80,667 | 42.9% | (17,873) | -6.2% |



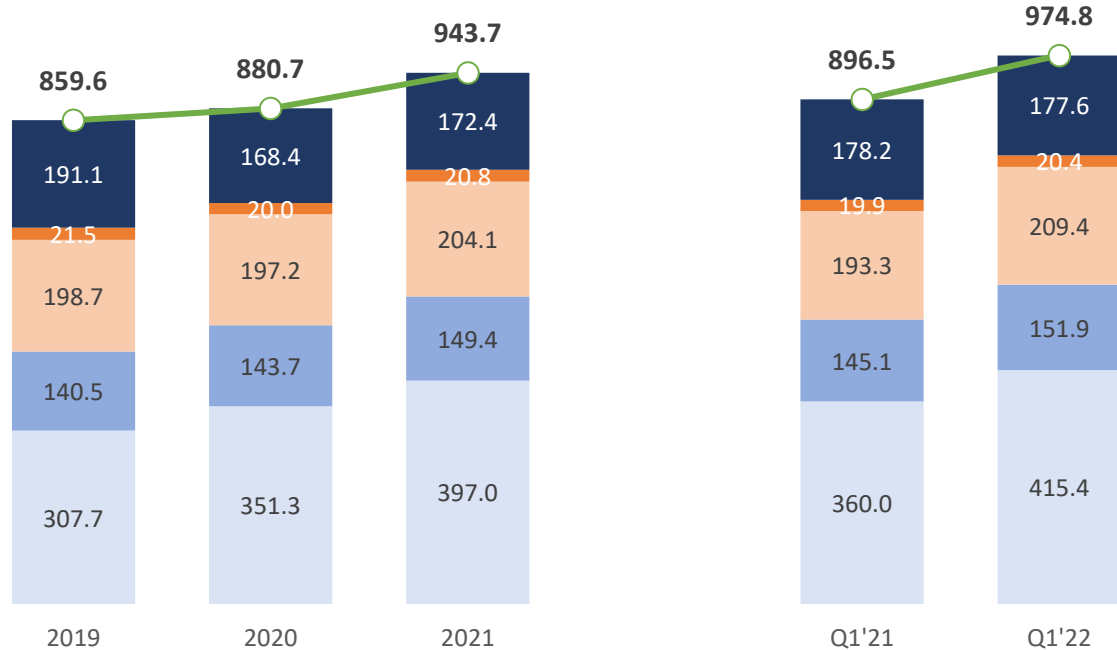
LOAN PORTFOLIO

MSMEs Loan Shows Positive Growth, Optimizing Economic Recovery Momentum

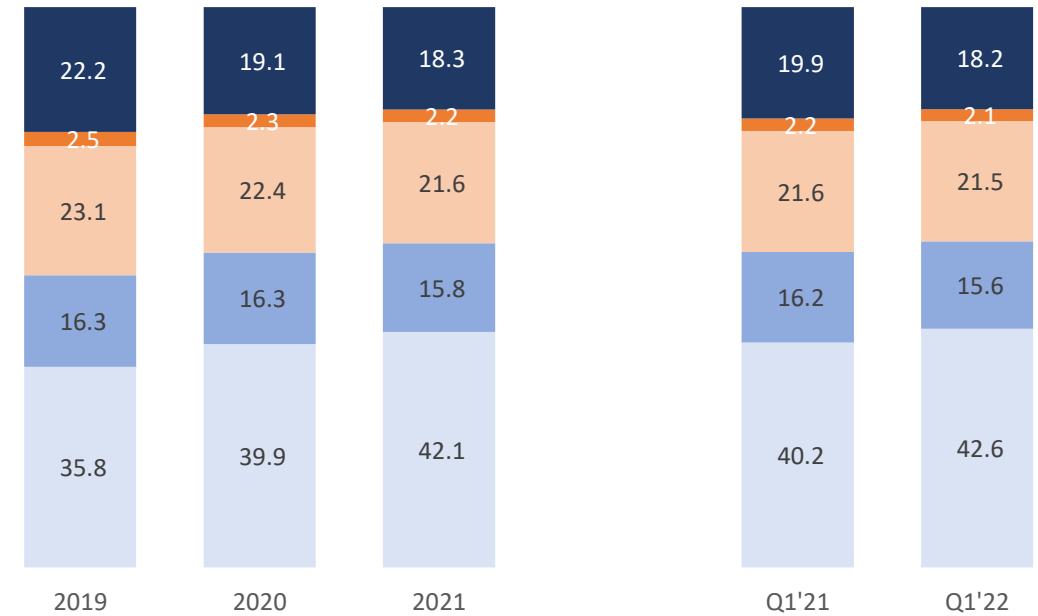


Loan Outstanding – by business segment

(IDR Trillion)



Composition – by business segment (%)



| | Micro | Consumer | Small | Medium | Corporate | Total |
|-------------------------|-------|----------|-------|--------|-----------|-------------|
| YoY Growth (%) | 15.4 | 4.7 | 8.3 | 2.5 | -0.3 | 8.7 |
| (IDR Tn) | 55.4 | 6.9 | 16.1 | 0.5 | -0.6 | 78.3 |

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

√ Since 2022, BRI has classified SOE and Corporate non-SOE into Corporate Segment

Note: all numbers are bank only, unless stated as consolidated



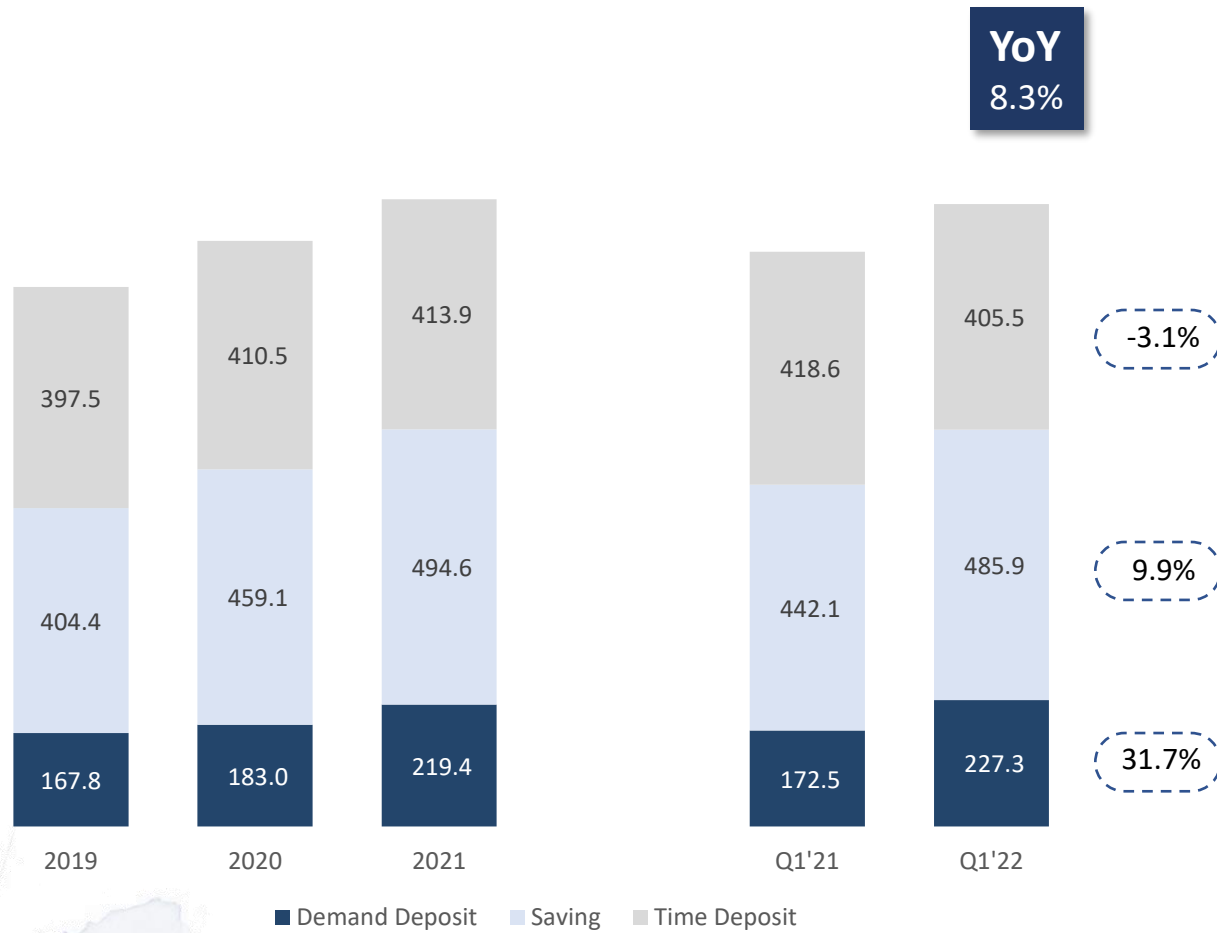
DEPOSIT

Strong CASA Growth with Manageable Cost of Fund

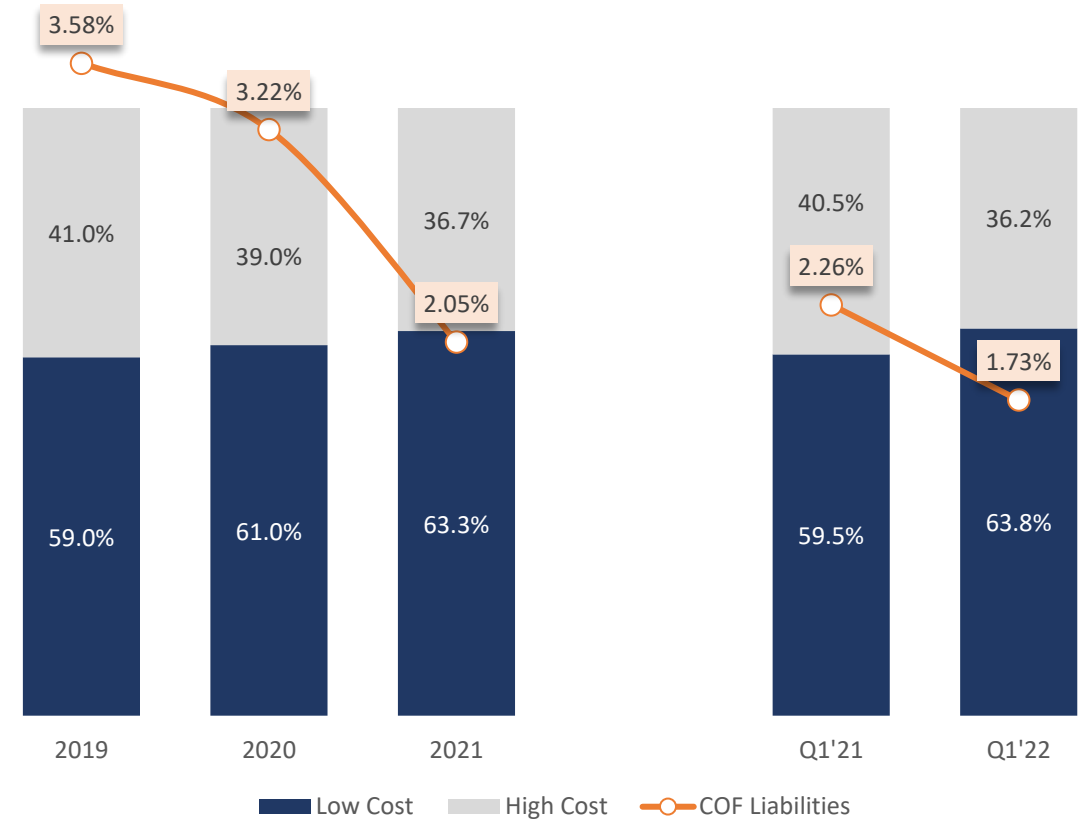


Deposits Growth

(IDR Trillion)



Deposits Composition, COF





INCOME STATEMENT

Strong Net Profit Supported by More Efficient Opex and Manageable Provisioning



IDR Billion

| Description | 2019 | 2020 | 2021 | Q1'21 | Q1'22 | g YoY | | g QoQ | |
|--|----------------|----------------|----------------|---------------|---------------|--------------|--------------|----------------|--------------|
| | | | | | | Nom | % | Nom | % |
| Interest Income | 115,639 | 109,959 | 119,828 | 28,965 | 30,216 | 1,251 | 4.3% | (1,593) | -5.0% |
| <i>Interest from Loans</i> | 103,028 | 95,626 | 104,883 | 25,486 | 26,263 | 777 | 3.1% | (866) | -3.2% |
| <i>Int. from Other Earning Assets</i> | 12,611 | 14,333 | 14,945 | 3,479 | 3,953 | 473 | 13.6% | (727) | -15.5% |
| Interest Expense | (37,078) | (34,812) | (24,008) | (6,171) | (5,127) | 1,044 | -16.9% | 543 | -9.6% |
| Net Interest Income | 78,560 | 75,147 | 95,819 | 22,794 | 25,089 | 2,295 | 10.1% | (1,050) | -4.0% |
| Fee & Other Opr. Income | 27,552 | 28,430 | 32,401 | 8,218 | 7,827 | (391) | -4.8% | (514) | -6.2% |
| Gross Operating Income | 106,112 | 103,577 | 128,220 | 31,012 | 32,916 | 1,904 | 6.1% | (1,564) | -4.5% |
| Operating Expenses | (41,782) | (46,396) | (54,778) | (12,565) | (12,618) | (53) | 0.4% | 3,040 | -19.4% |
| Pre Provision Operating Profit | 64,329 | 57,181 | 73,442 | 18,447 | 20,298 | 1,851 | 10.0% | 1,476 | 7.8% |
| Provision Expenses | (21,307) | (30,989) | (34,018) | (9,687) | (6,695) | 2,992 | -30.9% | (684) | 11.4% |
| Non Operating Income (Net) | (72) | (31) | (203) | (2) | 28 | 30 | -1909.7% | 170 | -119.7% |
| Profit Before Tax n Minor. Int. | 42,950 | 26,161 | 39,221 | 8,759 | 13,631 | 4,872 | 55.6% | 962 | 7.6% |
| Tax Expense | (8,921) | (7,808) | (7,005) | (2,085) | (2,728) | (643) | 30.8% | (1,860) | 214.3% |
| Net Profit | 34,029 | 18,353 | 32,215 | 6,673 | 10,903 | 4,229 | 63.4% | (898) | -7.6% |
| EPS* | 276 | 150 | 263 | 218 | 356 | | | | |

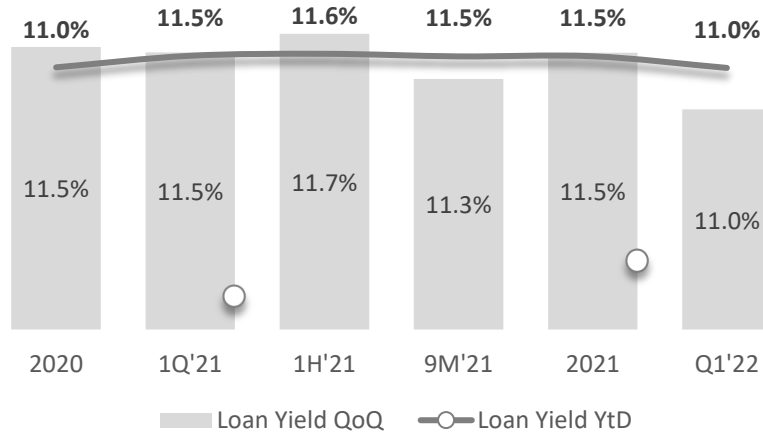


PROFITABILITY TREND

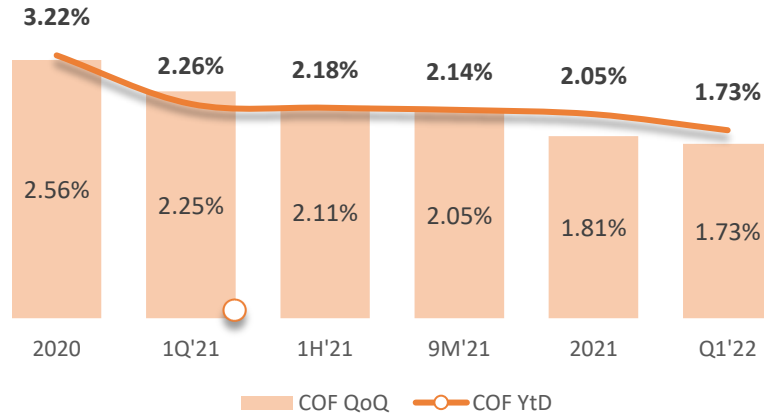
Highest Quarterly PPOP Since Pandemic Coupled by More Efficient Provisioning



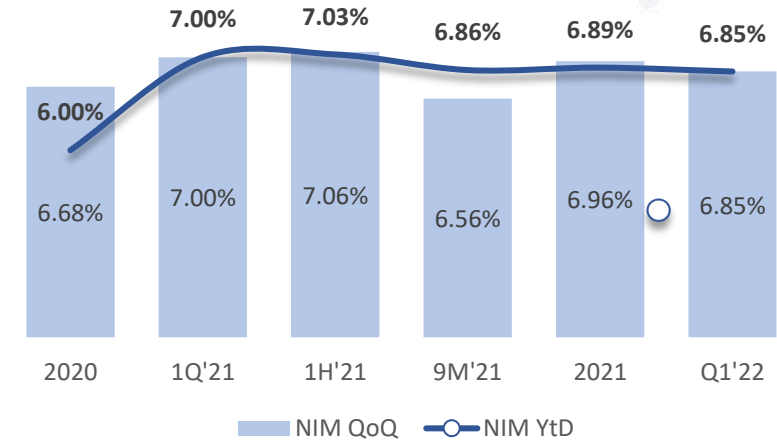
Loan Yield



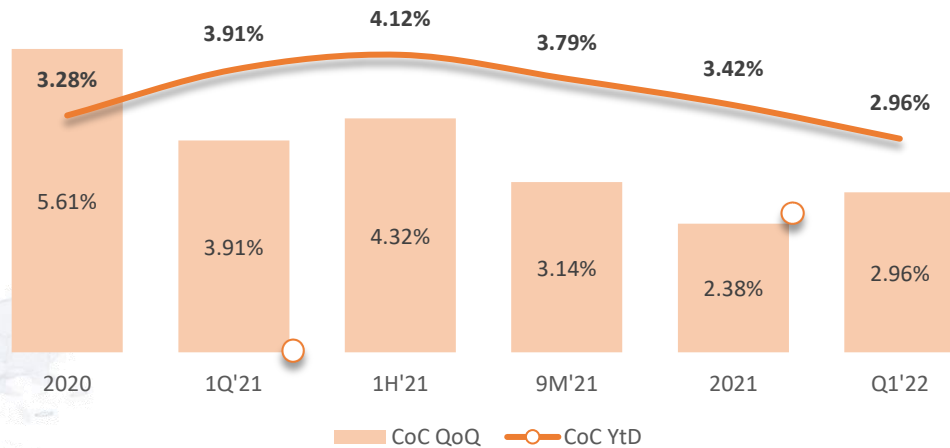
Cost of Fund



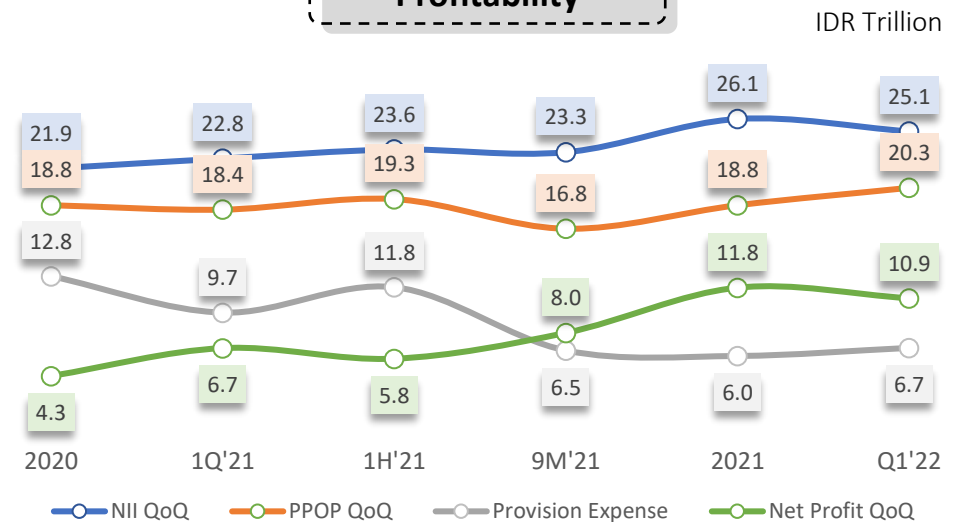
NIM



Credit Cost



Profitability



Note: all numbers are bank only, unless stated as consolidated



OTHER OPERATING INCOME & OPERATING EXPENSES

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



Fee & Other Operating Income

| Description | 2019 | 2020 | 2021 |
|---|---------------|---------------|---------------|
| Gain Fr Sales of Securities (realized) | 1,483 | 2,513 | 3,190 |
| Increase in Fair Value of Securities (unrealized) | 61 | 285 | - |
| Fees and Commissions | 14,293 | 15,183 | 16,548 |
| Gain fr Forex | 153 | 1,252 | 1,736 |
| Recovery | 6,997 | 7,161 | 8,918 |
| Others | 4,564 | 2,035 | 2,008 |
| Total Other Operating Income | 27,552 | 28,430 | 32,401 |

Operating Expenses

| Description | 2019 | 2020 | 2021 |
|--|---------------|---------------|---------------|
| Personnel | 22,976 | 24,980 | 29,961 |
| General and Administration | 14,404 | 16,107 | 17,693 |
| Losses fr decrease of Securities and Govt. Bonds value | - | - | - |
| Losses fr sale of Securities and Govt. Bonds | - | - | 34 |
| Losses from forex transaction | - | - | - |
| Premium Paid on Govt Guarantees | - | - | - |
| Promotion | 2,107 | 2,146 | 2,005 |
| Others | 2,296 | 3,163 | 5,085 |
| Total Other Operating Expenses | 41,782 | 46,396 | 54,778 |

IDR Billion

| Q1'21 | Q1'22 | g YoY | | g QoQ | |
|--------------|--------------|-------------|--------------|-------------|--------------|
| | | Nom | % | Nom | % |
| 1,033 | 433 | -601 | -58.1% | -186 | -30.0% |
| - | 75 | 75 | - | 75 | - |
| 3,910 | 4,271 | 362 | 9.2% | -14 | -0.3% |
| 358 | 411 | 53 | 14.7% | -72 | -14.9% |
| 1,792 | 2,336 | 544 | 30.4% | -75 | -3.1% |
| 1,125 | 301 | -824 | -73.2% | -242 | -44.6% |
| 8,218 | 7,827 | -391 | -4.8% | -514 | -6.2% |

IDR Billion

| Q1'21 | Q1'22 | g YoY | | g QoQ | |
|---------------|---------------|-----------|-------------|----------------|---------------|
| | | Nom | % | Nom | % |
| 7,494 | 7,179 | (315) | -4.2% | (815) | -10.2% |
| 3,808 | 3,798 | (10) | -0.3% | (1,975) | -34.2% |
| - | - | - | - | - | - |
| 81 | - | (81) | - | - | - |
| - | - | - | - | - | - |
| - | - | - | - | - | - |
| 272 | 309 | 37 | 13.6% | (531) | -63.2% |
| 910 | 1,332 | 422 | 46.4% | 248 | 22.9% |
| 12,565 | 12,618 | 53 | 0.4% | (3,040) | -19.4% |

Note: all numbers are bank only, unless stated as consolidated



FEE & OTHER OPERATING INCOME

Optimizing Subsidiaries Roles Through Cross-Selling Potential

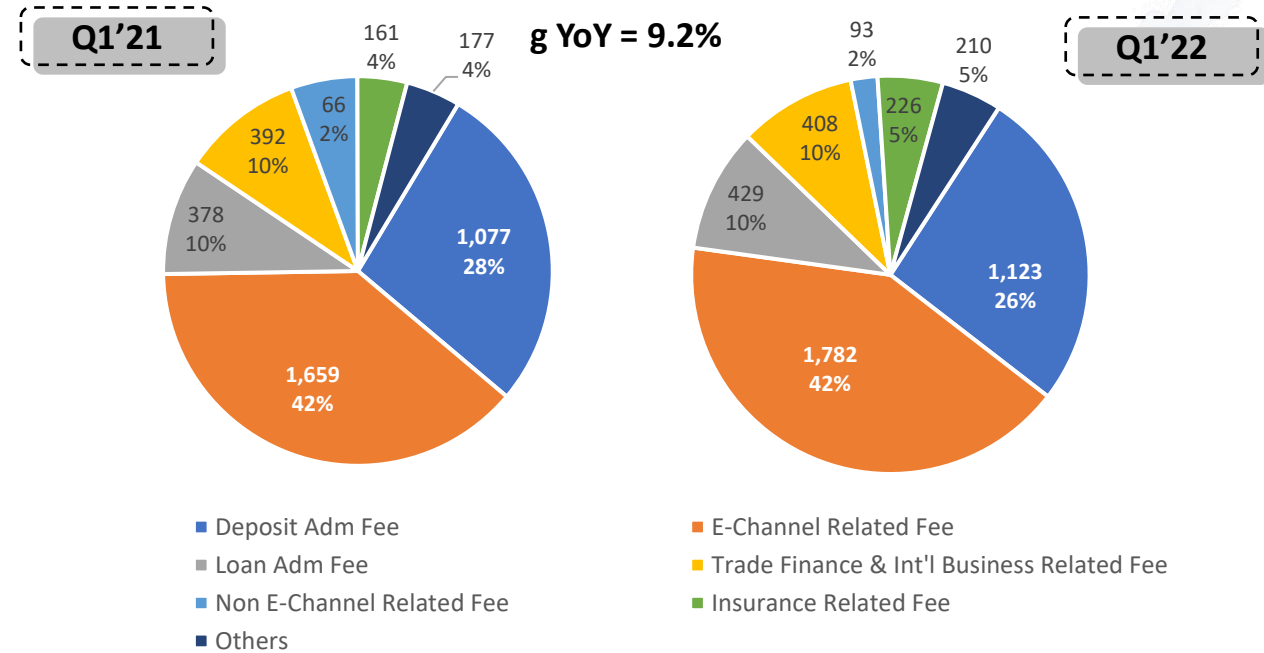
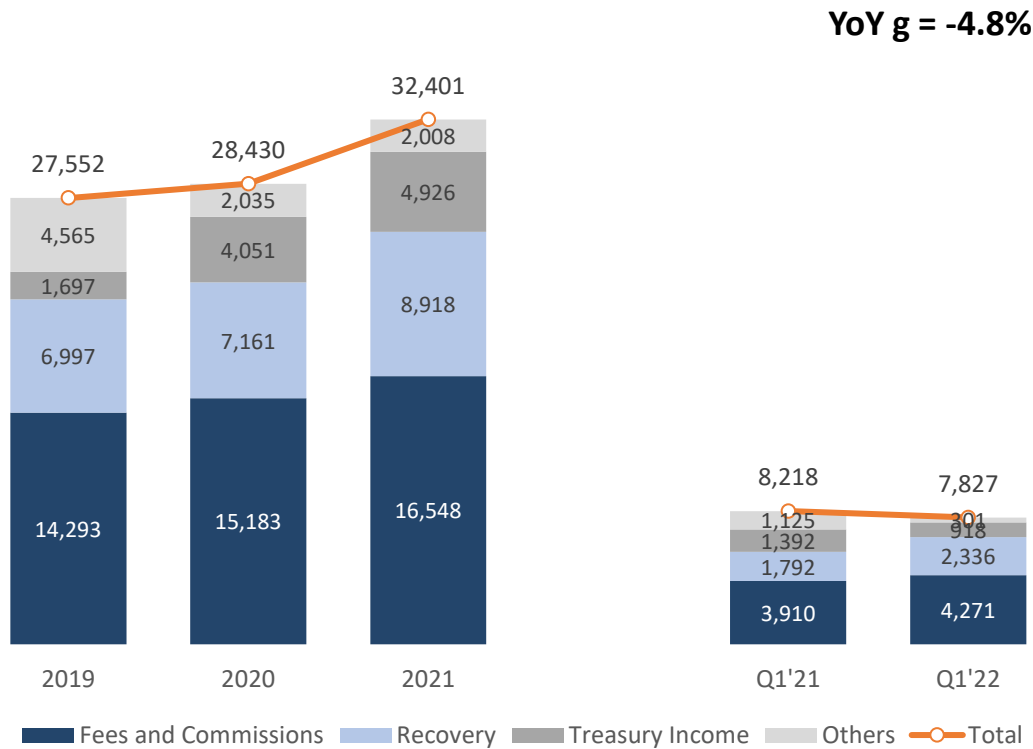


Fee and Other Operating Income

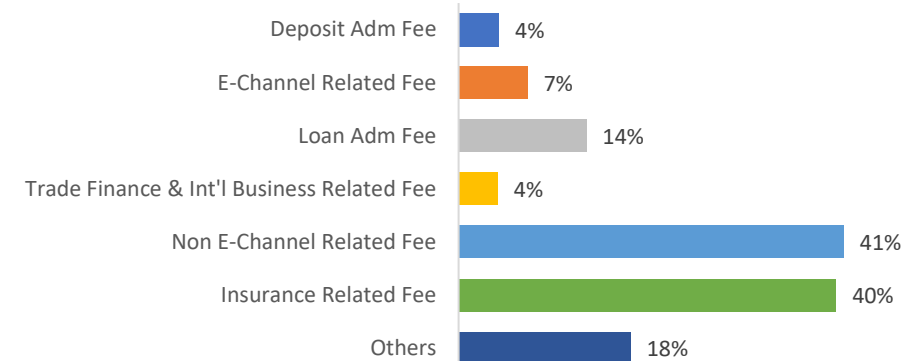
(IDR Billion)

Fee and Commission – Composition

(IDR Billion)



YoY Growth



Fee & Other Operating Income growth driven by Treasury Income, Recovery Income and Fee Based Income.

Ratio of Fee Based Income to Total Income reached 11.2%.



FINANCIAL RATIOS

Solid Performance in Host Metrics



| Description | 2019 | 2020 | 2021 | Q1'21 | Q1'22 | g YoY | g QoQ |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|
| CASA | 59,01% | 61,00% | 63,30% | 59,48% | 63,75% | 4,27% | 0,45% |
| Cost of Fund (COF) | 3,58% | 3,22% | 2,05% | 2,26% | 1,73% | -0,52% | -0,32% |
| LDR | 88,64% | 83,66% | 83,67% | 86,77% | 87,14% | 0,37% | 3,46% |
| RIM | 85,31% | 80,03% | 81,06% | 83,11% | 87,56% | 4,45% | 6,50% |
| Net Interest Margin (NIM) | 6,98% | 6,00% | 6,89% | 7,00% | 6,85% | -0,15% | -0,04% |
| Cost to Income Ratio (CIR) | 40,03% | 45,40% | 43,26% | 41,71% | 38,37% | -3,34% | -4,89% |
| Earning Asset Provision | 3,36% | 5,42% | 6,16% | 6,17% | 6,53% | 0,36% | 0,36% |
| Opr. Expense to Opr. Income | 70,10% | 81,22% | 74,30% | 76,83% | 64,26% | -12,58% | -10,05% |
| NPL ratio - Gross | 2,62% | 2,94% | 3,08% | 3,12% | 3,15% | 0,03% | 0,07% |
| NPL ratio - Nett | 1,04% | 0,80% | 0,70% | 0,86% | 0,77% | -0,09% | 0,07% |
| NPL Coverage | 166,59% | 247,98% | 278,14% | 254,79% | 275,66% | 20,86% | -2,49% |
| LAR | 9,78% | 28,26% | 24,11% | 28,84% | 22,58% | -6,27% | -1,53% |
| LAR Coverage | 44,65% | 25,77% | 35,56% | 27,58% | 38,50% | 10,92% | 2,94% |
| Return on Assets (ROA) - b.t | 3,50% | 1,98% | 2,72% | 2,65% | 3,56% | 0,91% | 0,84% |
| Return on Assets (ROA) - a.t | 2,77% | 1,39% | 2,23% | 2,02% | 2,84% | 0,83% | 0,61% |
| Return on Equity (ROE) - Tier I | 19,41% | 11,05% | 16,87% | 15,47% | 19,11% | 3,64% | 2,24% |
| Return on Equity (ROE) - B/S | 17,77% | 9,91% | 14,09% | 13,73% | 15,39% | 1,65% | 1,29% |
| Net Open Position | 1,87% | 1,07% | 0,81% | 0,80% | 0,86% | 0,06% | 0,04% |
| Tier I CAR | 21,52% | 19,59% | 24,27% | 18,39% | 21,39% | 3,00% | -2,88% |
| Total CAR | 22,55% | 20,61% | 25,28% | 19,40% | 22,39% | 2,99% | -2,90% |

Note: all numbers are bank only, unless stated as consolidated

BRI Q1'22 LOAN QUALITY





LOAN QUALITY TREND

Classified Loan, Write Off, and Recovery



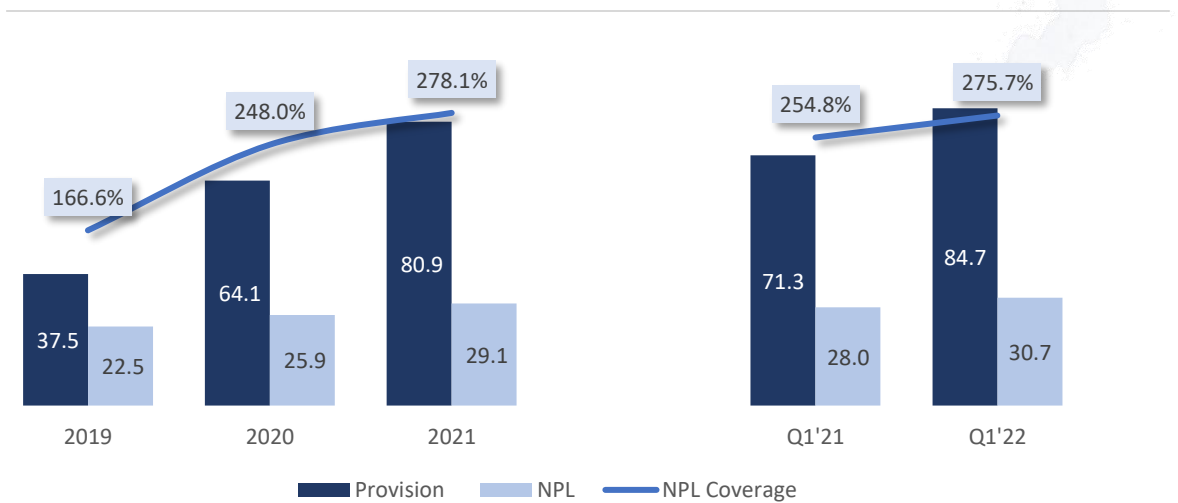
Non-Performing Loan – by segment

| NPL | 2019 | 2020 | 2021 | 1Q'21 | Q1'22 |
|------------------|--------------|--------------|--------------|--------------|--------------|
| Micro | 1.18% | 0.83% | 1.49% | 1.23% | 1.77% |
| Consumer | 1.10% | 1.49% | 1.78% | 1.65% | 1.93% |
| Small | 3.17% | 3.61% | 4.05% | 4.10% | 4.39% |
| Medium | 5.38% | 4.61% | 3.57% | 4.46% | 3.95% |
| Corporate | 5.18% | 7.57% | 6.68% | 6.93% | 5.89% |
| Total NPL | 2.62% | 2.94% | 3.08% | 3.12% | 3.15% |

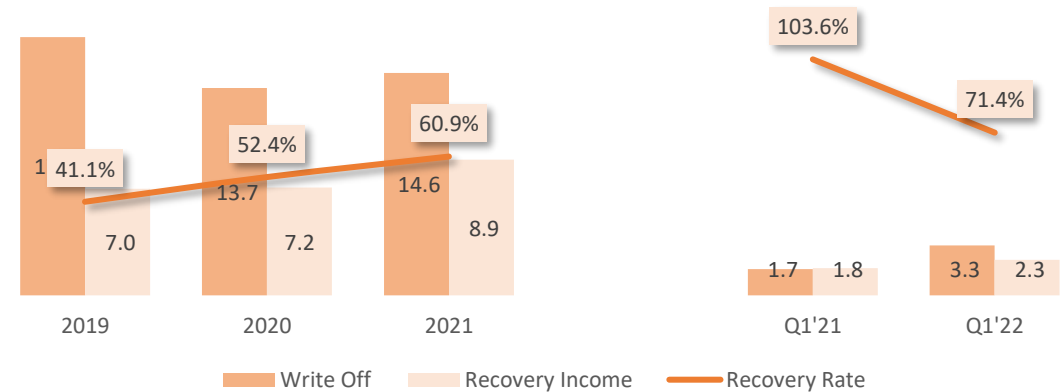
Special Mention – by segment

| SML | 2019 | 2020 | 2021 | 1Q'21 | Q1'22 |
|------------------|--------------|--------------|--------------|--------------|--------------|
| Micro | 3.51% | 2.47% | 3.03% | 4.32% | 4.44% |
| Consumer | 2.52% | 2.69% | 2.20% | 3.38% | 2.95% |
| Small | 4.63% | 3.19% | 3.42% | 5.56% | 5.46% |
| Medium | 2.97% | 3.07% | 3.08% | 5.03% | 3.14% |
| Corporate | 5.04% | 2.85% | 6.94% | 4.66% | 7.25% |
| Total SML | 3.93% | 2.75% | 3.70% | 4.52% | 4.91% |

NPL Coverage



Write Off & Recovery



√ Since 2022, BRI has classified SOE and Corporate non-SOE into Corporate Segment

Note: All numbers are bank only, unless stated as consolidated



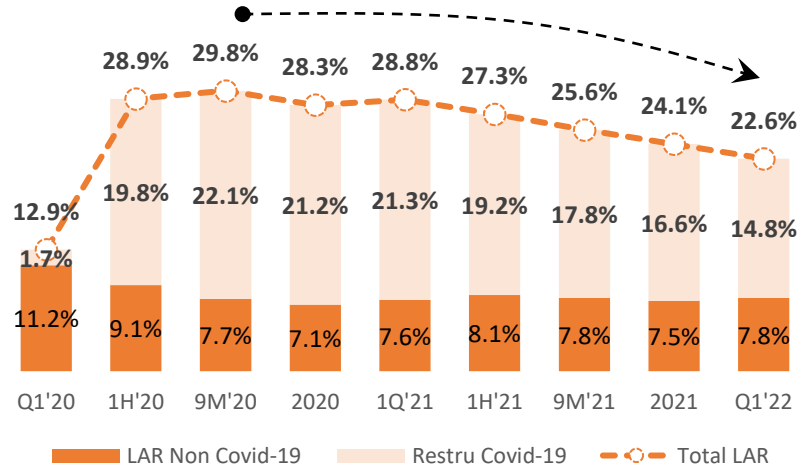
LOAN QUALITY

Loan at Risk Continues to Decline Coupled with More Adequate Provisioning

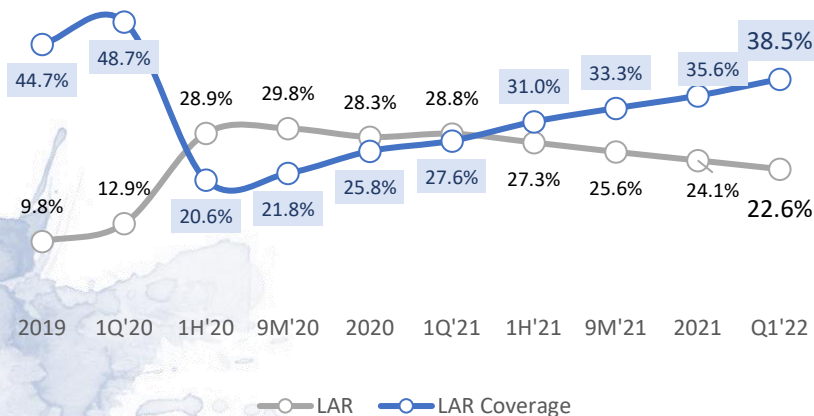


Loan At Risk

% to Total Loan

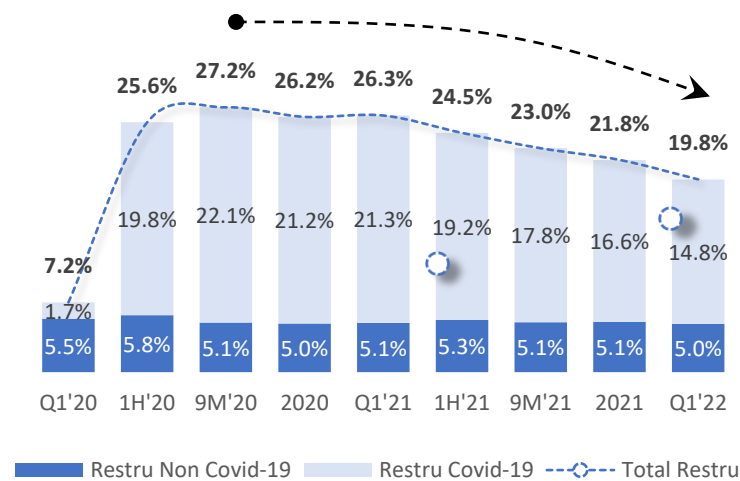


LAR & LAR Coverage (Inc. Covid-19)

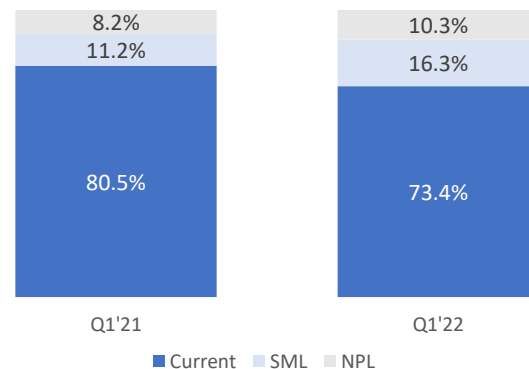


Total Restructured Loans

% to Total Loan



Total Restructured Loans by Collectability



Credit Risk Management Strategy

Preventive and anticipative ways to mitigate uncertainties

- 01** Build adequate provision in accordance with borrowers' risk classification
- 02** Conduct stress tests and portfolio review periodically
- 03** Closely monitor borrowers' capacity, soft lending strategy, to anticipate cliff effect at the end of OJK relaxation
- 04** Early detection to see potential restructuring failures and develop strategy
- 05** Selective loan growth based on Loan Portfolio Guideline and "business follow stimulus"

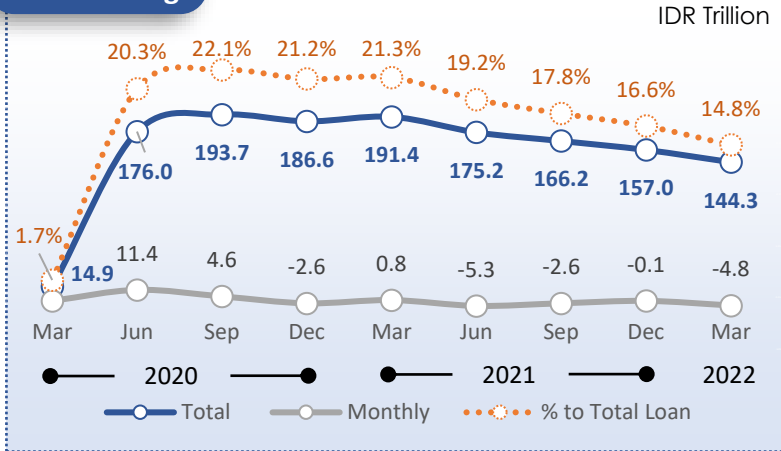


COVID-19 RESTRUCTURED LOAN

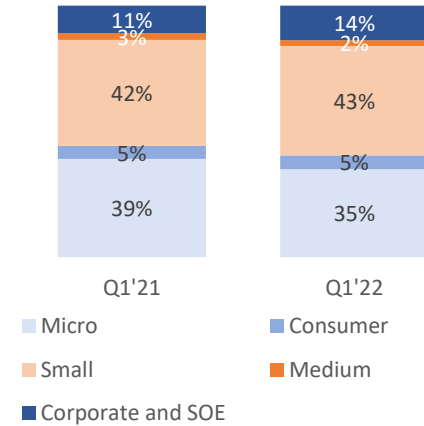
Declining Outstanding Trend with Stronger Provisioning



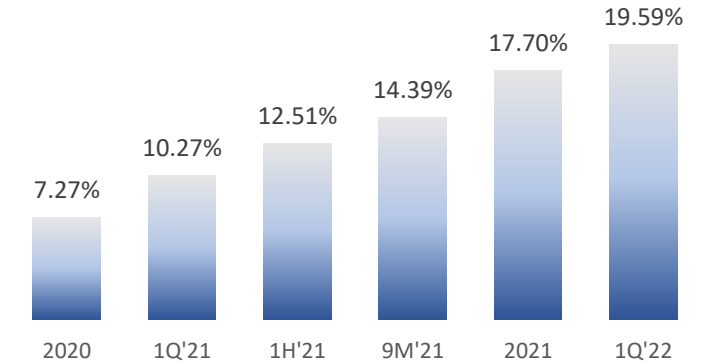
Outstanding



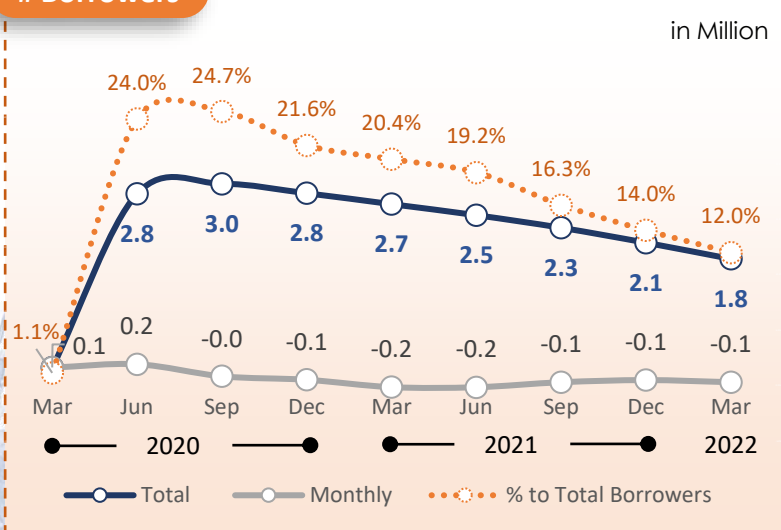
Outstanding Composition by Segment



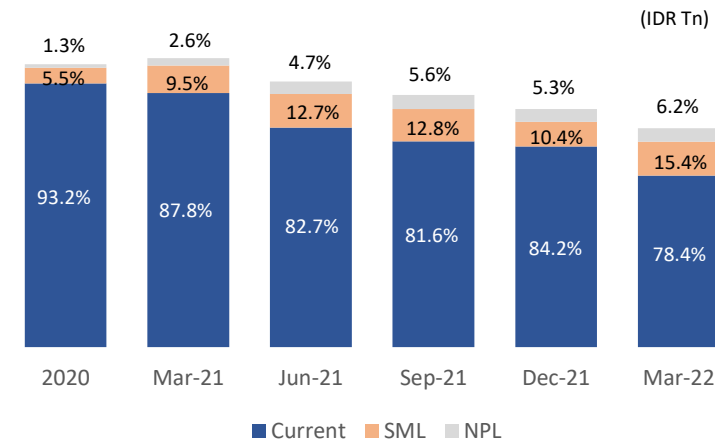
Covid-19 Loan Provisioning



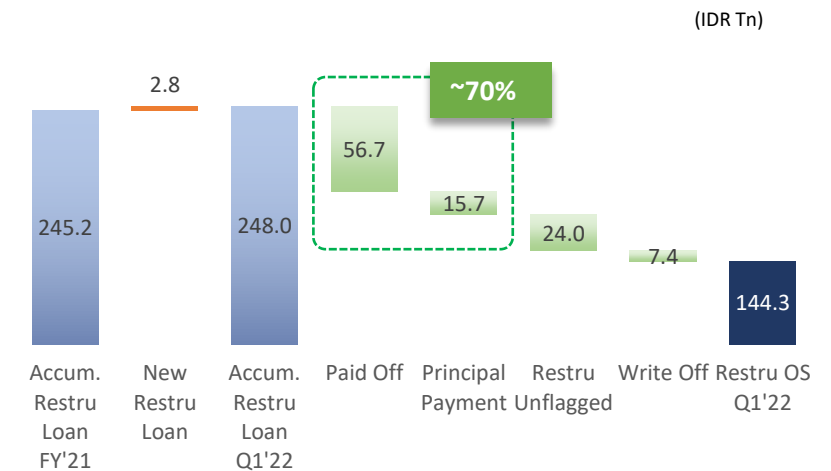
Borrowers



Covid-19 Restru by Collectability



Covid-19 Restru Loan Movement



BUSINESS UPDATES





ULTRA MICRO & MICRO BUSINESS



ULTRA MICRO & MICRO ECOSYSTEM

Comprehensive Financial Products & Services Offer Huge Potential for Cross Selling and Joint Acquisition



Access to comprehensive Ultra Micro & Micro Financing Products

- **Group Lending (Mekaar & Mekaar Syariah):**
IDR 28.7 Tn, 11.5 mn borrowers
- **Pawn Lending (KCA & KCA Syariah):**
IDR 48.46 Tn, 6.4 mn borrowers
- **Micro Loan:**
IDR 351.47 Tn, 13.15 mn borrowers
 - a) BRI KUR: IDR 213.8 Tn, 10.3 mn borrowers
 - b) Kupedes: IDR 128.1 Tn, 2.6 mn borrowers
 - c) PNM UlaMM: IDR 6.22 Tn, 82 thousand borrowers
 - d) Pegadaian Kreasi: IDR 3.35 Tn, 168 thousand borrowers



~31mn BRI's
Umi & Micro
Borrowers

+150mn
Micro
Depositors

~30
mn Umi customers need
additional financing*

Comprehensive Savings and Beyond Banking Products

- **Micro Savings:** IDR 338.0 Tn
- **Micro Insurance (Life/ Health, House & Property):**
6.8 mn insurance policy
 - Life/ Health: 3.0 mn policy
 - House: 2.1 mn policy
 - Property: 1.7 mn policy
- **Gold Savings & Investment:**
8.9 mn customers & 17,070 kg gold
- **Mobile Banking (BRIMo):** 16.1 mn users

Wider Points of Access

Physical Outlets
+16,400 units

(BRI +8,800; Pegadaian +4,000;
PNM +3,900)

**Co-Location
(Senyum)**
404 units

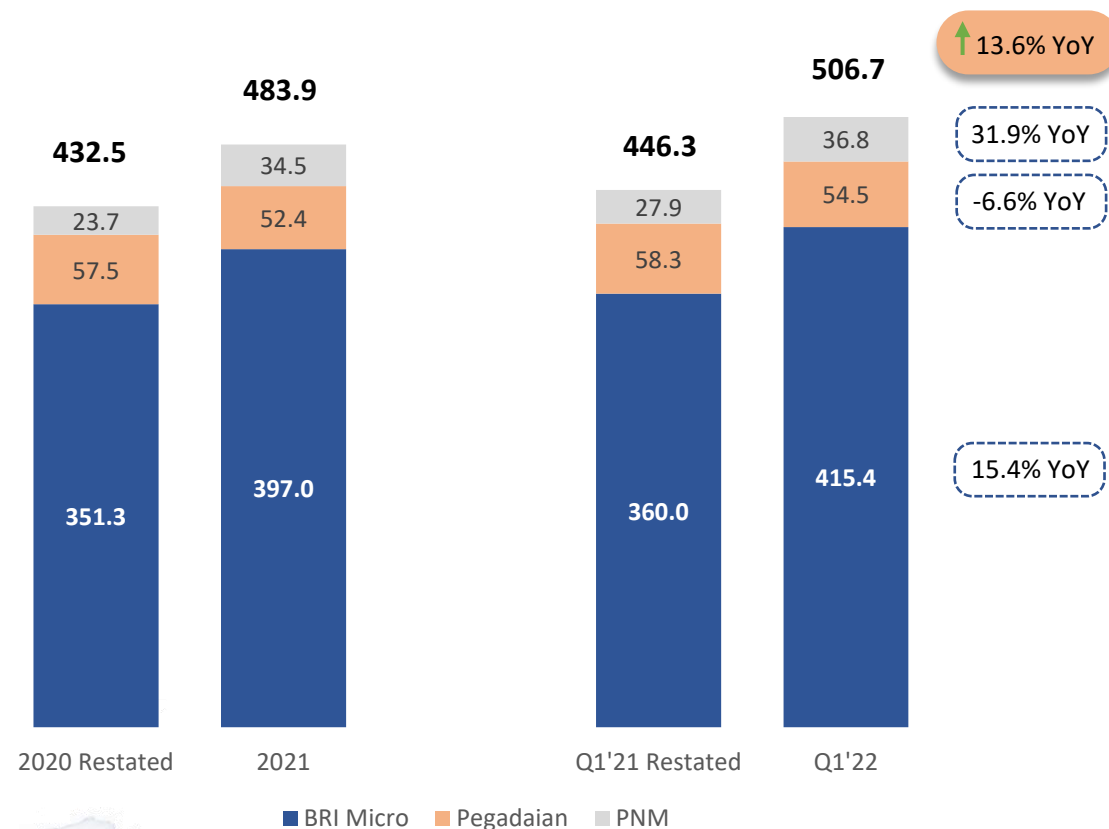
**BRILink
Agents**
540K Agents

**BRI
E-Channels**
+229K E-Channels

Financial Advisors
+63,000
(BRI +27K; Pegadaian +2,200;
PNM +34K)

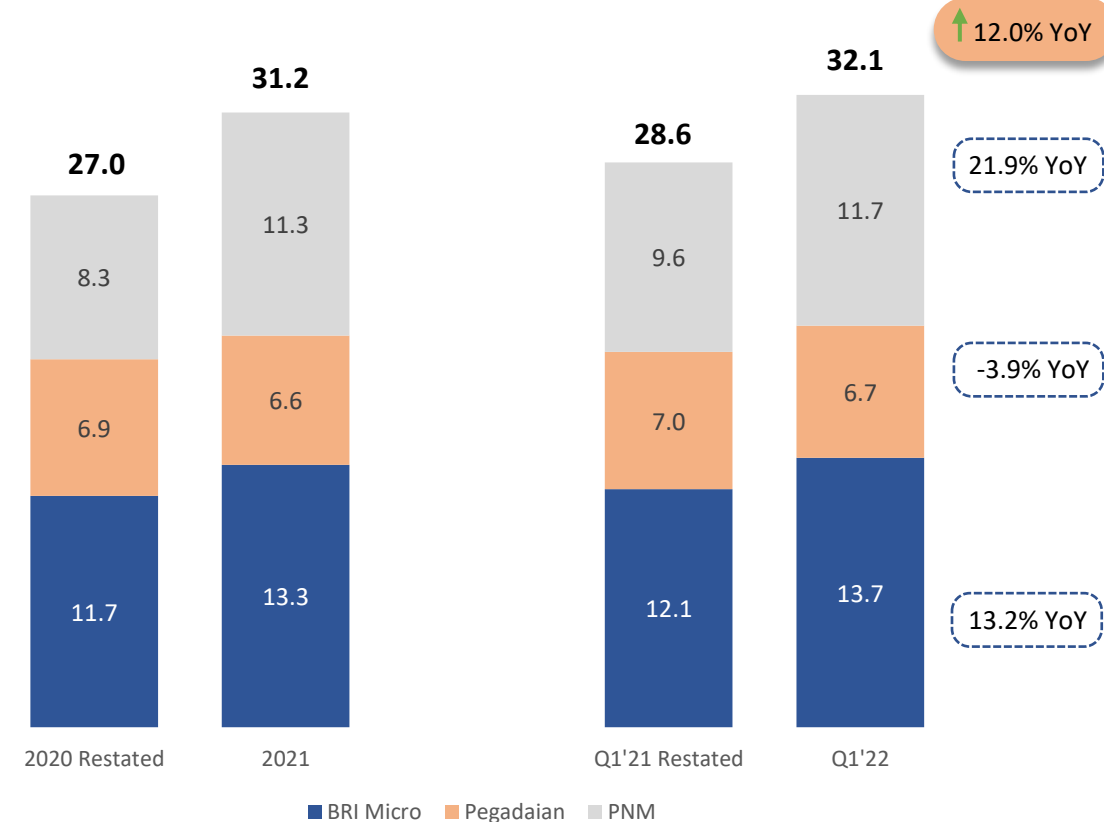
Loan Composition - Outstanding

(in Rp Tn)



Borrowers

(in Mio)



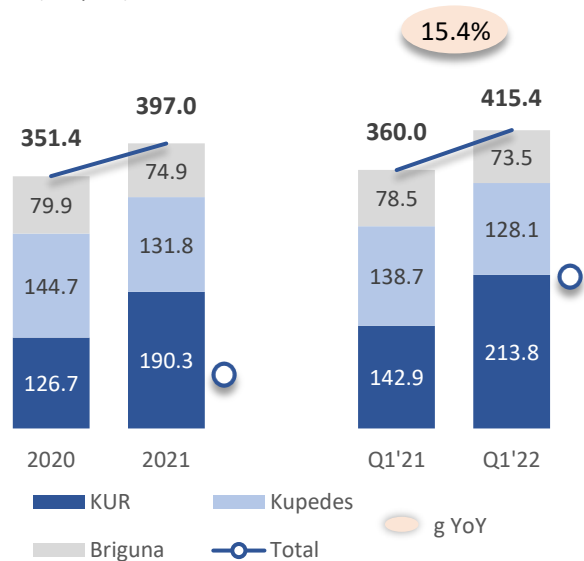
BRI MICRO BUSINESS PERFORMANCE (BANK ONLY)

Double Digit Loan Growth Supporting by Better CASA



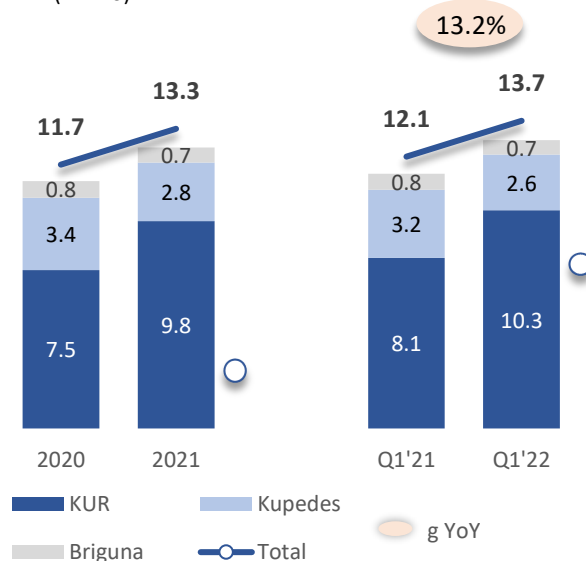
Micro Loan Outstanding

(in Rp Tn)



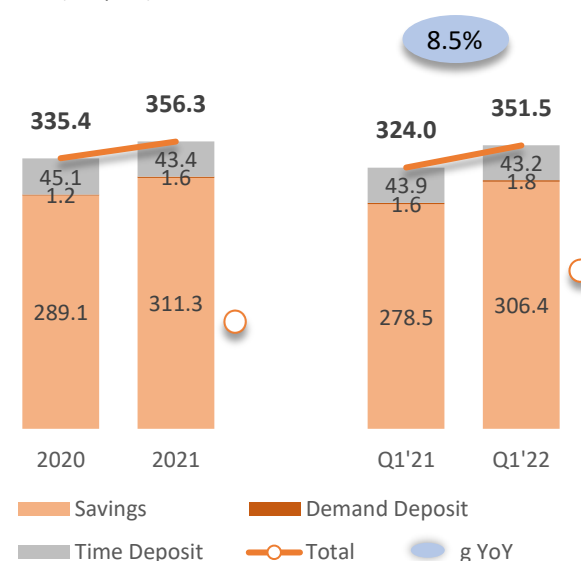
Borrowers

(in Mio)

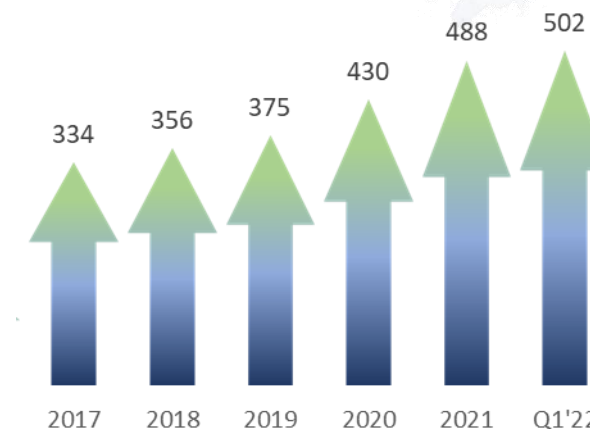


Third Party Fund

(in Rp Tn)



Borrowers per Loan Officer



Growth YoY

| | 2020 | 2021 | Q1'21 | Q1'22 |
|--------------|--------------|--------------|--------------|--------------|
| KUR | 82.8% | 50.1% | 71.9% | 49.6% |
| Kupedes | -6.7% | -8.9% | -9.6% | -7.6% |
| Briguna | -4.0% | -6.3% | -6.2% | -6.3% |
| Total | 14.2% | 13.0% | 12.4% | 15.4% |

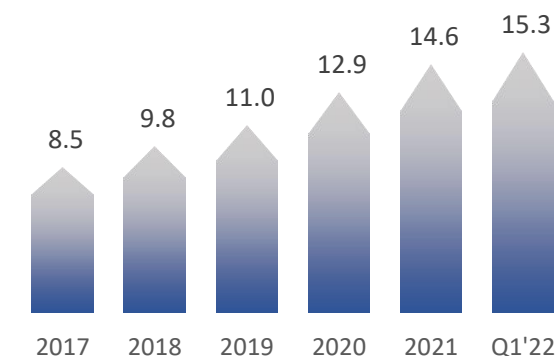
Growth YoY

| | 2020 | 2021 | Q1'21 | Q1'22 |
|--------------|--------------|--------------|--------------|--------------|
| KUR | 31.4% | 31.1% | 39.2% | 28.0% |
| Kupedes | -12.8% | -19.5% | -17.0% | -18.3% |
| Briguna | -9.8% | -10.1% | -11.8% | -9.7% |
| Total | 11.4% | 13.5% | 14.3% | 13.2% |

Growth YoY

| | 2020 | 2021 | Q1'21 | Q1'22 |
|----------------|--------------|-------------|--------------|-------------|
| Savings | 15.8% | 7.7% | 15.6% | 10.0% |
| Demand Deposit | -12.9% | 30.9% | 18.7% | 11.0% |
| Time Deposit | -2.6% | -3.7% | -5.6% | -1.5% |
| Total | 12.8% | 6.2% | 12.2% | 8.5% |

Loan Outstanding per Loan Officer



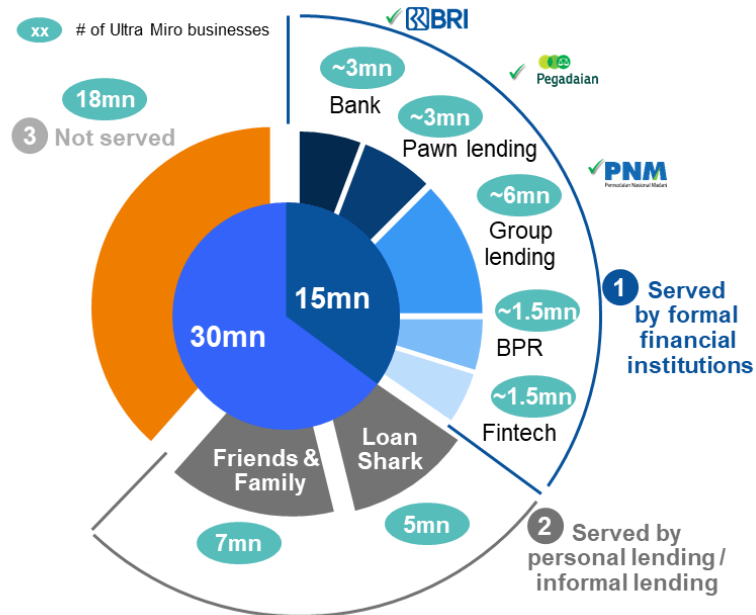
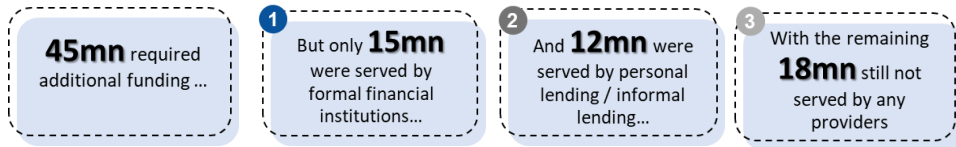


THE ESTABLISHMENT OF ULTRA MICRO ECOSYSTEM

Strengthen BRI's Positioning In Micro Banking Through Integrated Customer Journey

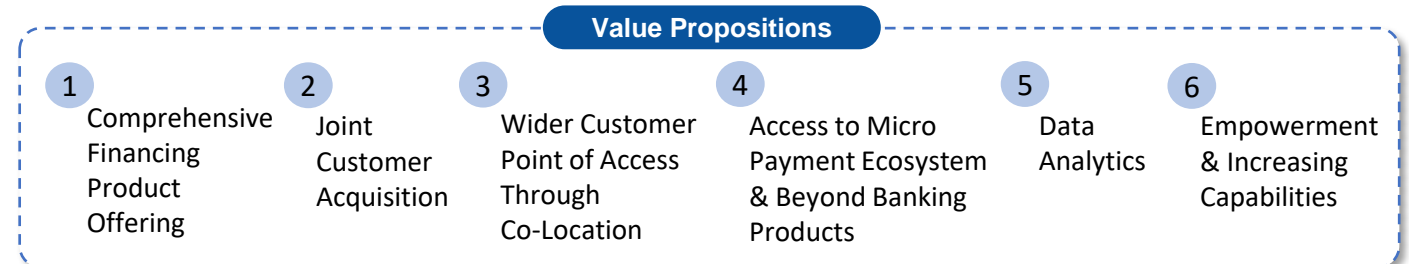
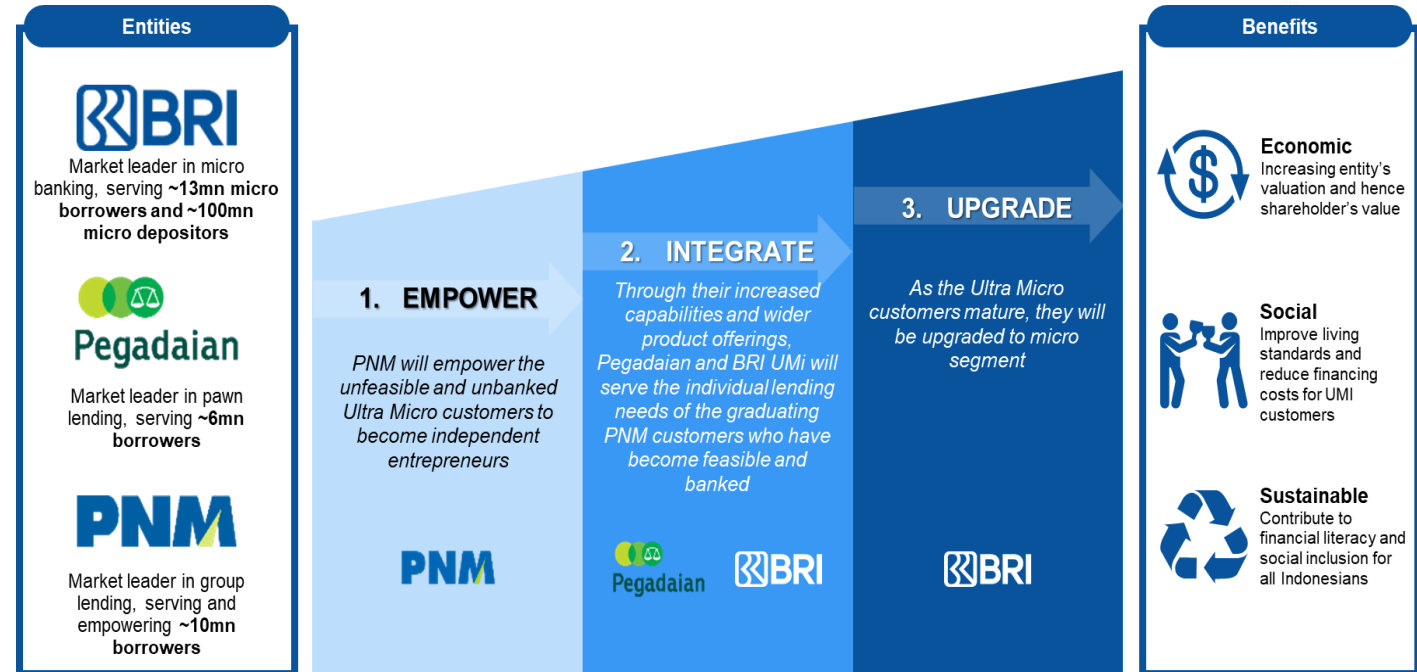


Ultra Micro Business will serve as BRI's New Source of Strong and Sustainable Growth



The huge potential of Micro and ultra-micro business will serve as the new source of growth and therefore strengthen BRI's core competency in Micro and Small business.

Business ecosystem of BRI, Pegadaian and PNM will create integrated customer journey through Unique Value Propositions





THE ULTRA MICRO ECOSYSTEM

UMI Holding Post Integration Synergies Update



Post Integration Phase

Phase 1 Update

1

Set Up the Foundation

Year 1

Setting up strong foundation through the post integration plan

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

Current Phase

1

2

Strengthen

Year 2

Strengthen the core to ensure synergies realization through:

- Develop digital channel for UMI customers
- Strengthen product portfolio of UMI holding
- Introduce empowerment program
- Launch CASA programs

2

3

3

Scale Up & Sustain

Year 3

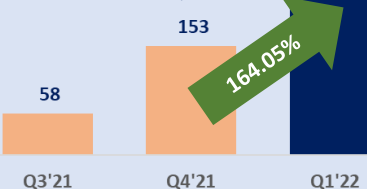
- Scale up to achieve Indonesia's financial inclusion aspiration
- Full scale launch of empowerment programs
 - Scale up partnership with other key players
 - Scale up analytics use case



Co-Location

404

Established co-location (Senyum outlet) across Indonesia as of Q1'22

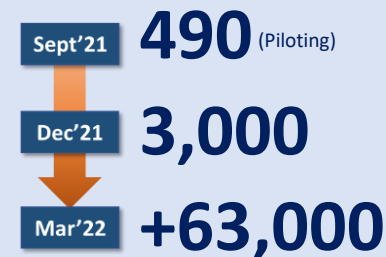


Acceleration of co-location synergy between BRI, Pegadaian & PNM to maximize customer access



Senyum Mobile

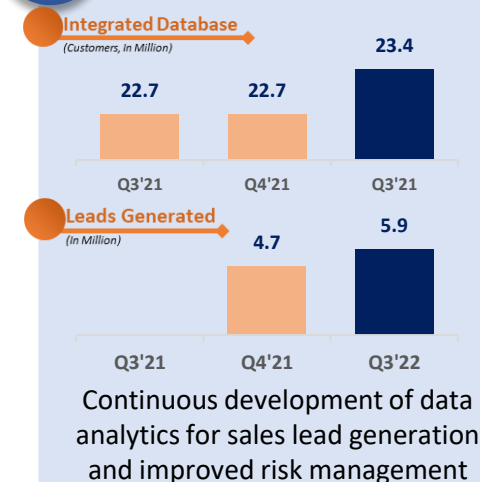
Number of BRI, Pegadaian & PNM's sales force with access to Senyum Mobile



Complete access of cross-selling application for UMI Holding sales force around Indonesia



Data Analytics



Financial Number

| Description | BRI | | | Pegadaian | | | PNM | | |
|------------------------------|--------|--------|--------|-----------|--------|--------|--------|--------|--------|
| | 9M'21 | FY'21 | Q1'22 | 9M'21 | FY'21 | Q1'22 | 9M'21 | FY'21 | Q1'22 |
| Cost of Fund | 2.14% | 2.05% | 1.73% | 6.15% | 5.94% | 4.73% | 8.85% | 8.57% | 8.51% |
| Opt. Expenses to Opt. Income | 76.40% | 74.80% | 64.26% | 75.50% | 77.50% | 70.07% | 87.20% | 87.60% | 89.35% |
| CIR | 42.10% | 43.30% | 38.70% | 63.00% | 62.80% | 66.88% | 77.40% | 75.40% | 60.51% |

Pegadaian, PNM's Cost Of Fund (COF) calculated by dividing annualized interest expense with average quarterly Interest Bearing Liabilities



THE ULTRA MICRO ECOSYSTEM

Wider Financial Access for UMi Customers through Sharing Networks “Senyum Outlets”



SenyuM
SENTRA LAYANAN ULTRA MIKRO
“SenyuM” – memorable short from of
‘Sentra Layanan Ultra Mikro’

1 Establishment of Ultra Micro ecosystem presence **in the market** through joint branding, intensive marketing and integrated branch layout

2 Customer access to extensive suite of UMi products and **services** offered by BRI, Pegadaian and/or PNM, as well as **social empowerment and financial inclusion programs**

3 Integrated cross-entity customer **journeys** through complementary product bundling



Joint Meeter-Greeter



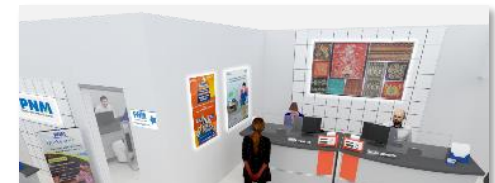
Assistance based on customer needs –
BRI, Pegadaian and/or PNM services

Joint Banking Hall



Common waiting area for all UMi
customers

BRI Integrated Teller Counters



Serves all UMi customers

BRI CS Counters



Collaborates with Pegadaian appraiser
for seamless customer journeys

Pegadaian Appraisal Counter



Dedicated counter for Pegadaian products
and services

PNM Appraisal Counter



FAO desk for AO cash servicing and
customer lead generation



THE ULTRA MICRO ECOSYSTEM

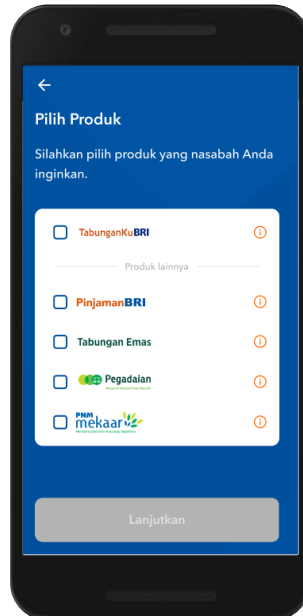
Enabling Joint Acquisition through Integrated Digital Sales Platform (“Senyum Mobile”)



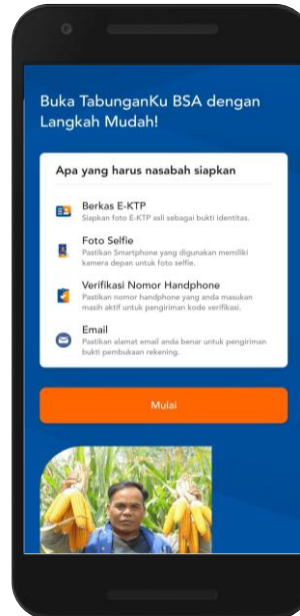
Senyum Mobile is an integrated digital sales platform to enable joint-acquisition across 3 entities



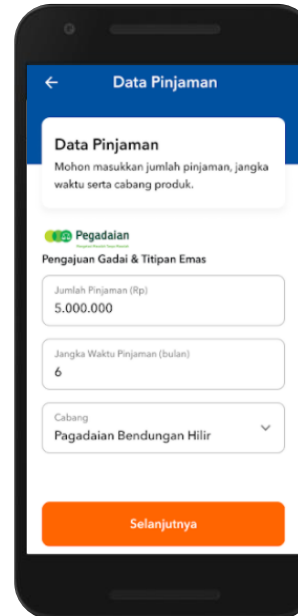
Product Information



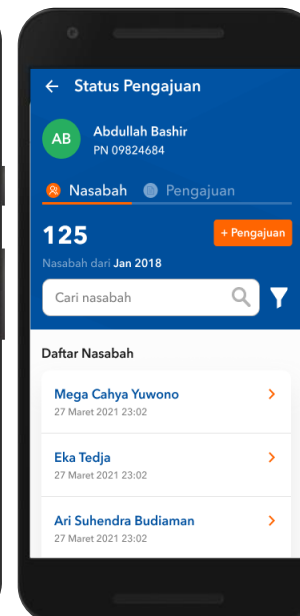
Basic Saving Account Opening



Leads Generation (Loan & Gold Saving Referral)



Loan Monitoring



Senyum Mobile



Integrated sales platform for UMi products

provide end to end features including product information, leads submission, application tracking, comprehensive customer database and performance monitoring



Seamless lead generation & allocation platform

within UMi ecosystem (BRI, Pegadaian and PNM) – including tracking of cross-lead generation, real-time status



Promote productivity through joint-selling mechanism

Promote productivity through joint-selling mechanism across 3 entities – to be used by salesforces, branch and agents for cross-referral

Senyum Mobile directly connected the existing applications of BRI, Pegadaian and PNM, namely BRISPOT (BRI digital loan origination application), Selena (Pegadaian sales pipeline management system), PNM Digi (PNM digital loan origination application) to enable joint acquisition within sales officers in three entities.



BRIGADE MADANI

Integrated Strategies of 3 Ultra Micro Holding Entities



Objectives



BRIGade Madani reflects the movement of three entities' employee to foster sustainable performance and strengthen Ultra Micro economy



Internalizing Core Values

BRIGade Madani is an internalization step of core values AKHLAK as part of the strategy to achieve Ultra Micro performance target



Accelerating Business Process & Strategic Initiatives

Focus on 3 key parameters, namely increase financial inclusion, increase financial literacy, and create Ultra Micro ecosystem



Strengthening MSMEs Excellence & Accelerating Financial Inclusion

Ultra Micro Synergy is able to combine MSME businesses and UMi as a resilient ecosystem to realize the aspiration of 90% financial inclusion in 2024



OTHER BUSINESS SEGMENTS

Outstanding

(IDR Trillion)

| Segment | 2019 | 2020 | 2021 | Q1'21 | Q1'22 | g YoY | | Composition |
|-----------------|--------------|--------------|--------------|--------------|--------------|------------|-------------|---------------|
| | | | | | | Nom | % | |
| Salary Based | 101.3 | 101.3 | 104.8 | 102.0 | 106.3 | 4.3 | 4.2% | 69.9% |
| Mortgage | 32.3 | 35.7 | 39.1 | 36.6 | 40.2 | 3.6 | 9.9% | 26.5% |
| Vehicle Loan | 4.1 | 3.0 | 1.1 | 2.4 | 0.9 | -1.6 | -64.7% | 0.6% |
| Card and Others | 2.7 | 3.6 | 4.3 | 4.0 | 4.6 | 0.6 | 15.1% | 3.0% |
| Total | 140.5 | 143.7 | 149.4 | 145.1 | 151.9 | 6.9 | 4.7% | 100.0% |

NPL (%)

| Description | 2019 | 2020 | 2021 | Q1'21 | Q1'22 |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| Salary Based | 0,69% | 0,94% | 1,08% | 1,02% | 1,16% |
| Mortgage | 2,30% | 2,80% | 3,36% | 3,20% | 3,67% |
| Vehicle Loan | 0,71% | 2,77% | 6,39% | 2,77% | 8,62% |
| Card and Others | 2,85% | 2,83% | 3,15% | 2,84% | 3,29% |
| Total | 1,10% | 1,49% | 1,78% | 1,58% | 1,93% |



Enhancing Digital Collaboration



New Digital Proposition

- Digital Salary Based Loan
- BRIMo Lifestyle Superapp

Deepen Existing Customers Relationship



- Utilizing AI for product recommendation
- Personalized customer profiling
- API Connection: Co-brand OVO
- KPR Virtual Expo



Business Process Reengineering

- BRISPOT enhancement
- BRICS (BRI Collection System)
- Consumer loan factory



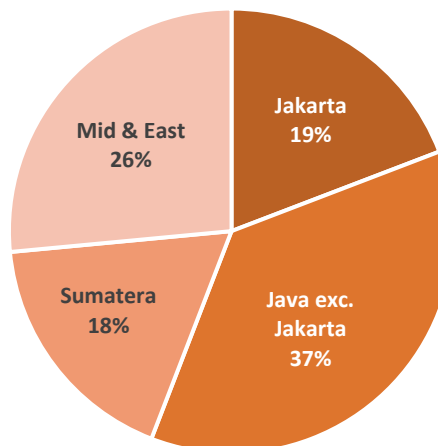
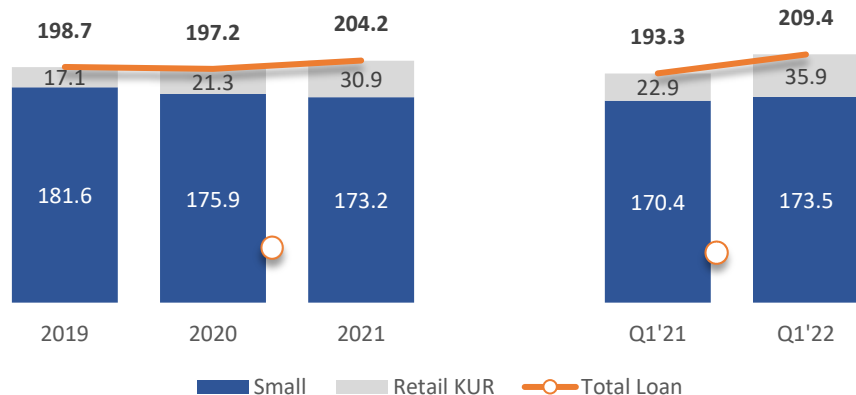
SMALL & MEDIUM BUSINESS LOAN

Small

(IDR Trillion)

By Region (%)

YoY g = 8.3%

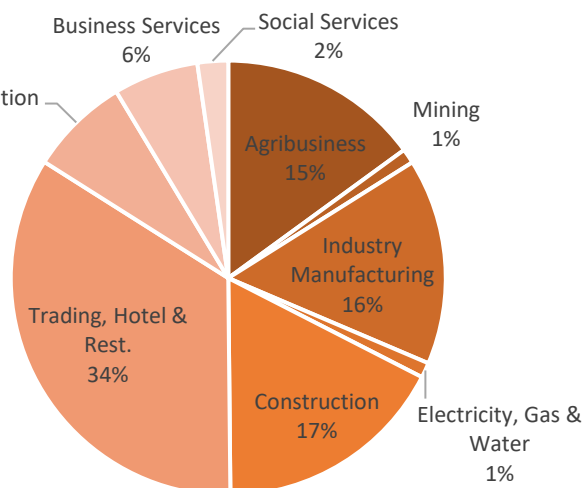
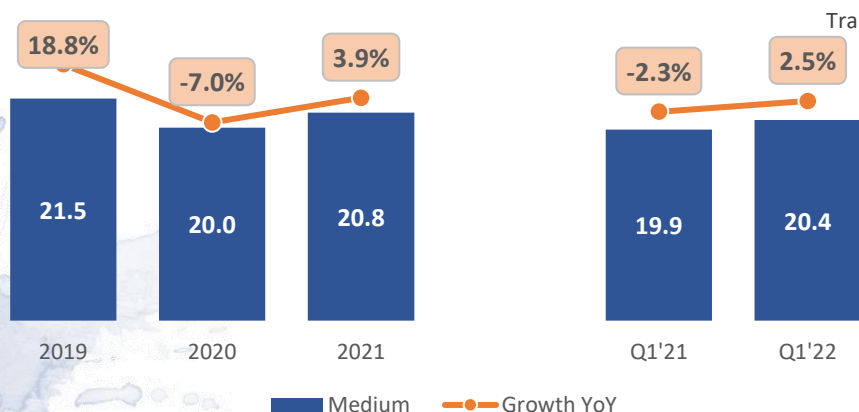


Medium

(IDR Trillion)

By Economic Sectors (%)

YoY g = 2.5%



Small & Medium Business Strategy

01

Selective Loan Growth & Managing Loan Quality

- Focus on Value Chain Business
- Strengthening risk management
- Enhancing monitoring
- Enhancing digital loan underwriting application

Ecosystem based Commodities: BRI Chain

BRI Chain Supports data integration between commodity entities from upstream to downstream, to build more efficient and effective business processes & transactions. BRI as a provider of financial platforms and solutions for stakeholders in the ecosystem.

02

03

CASA Based Culture

1. Prospective customers must have a BRI account before applying for a loan
2. CASA and Transaction KPI for SME RM

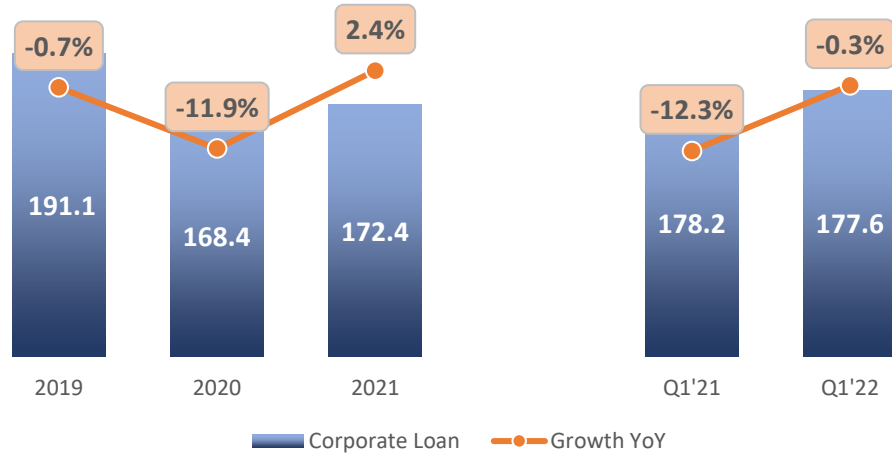


CORPORATE LOAN

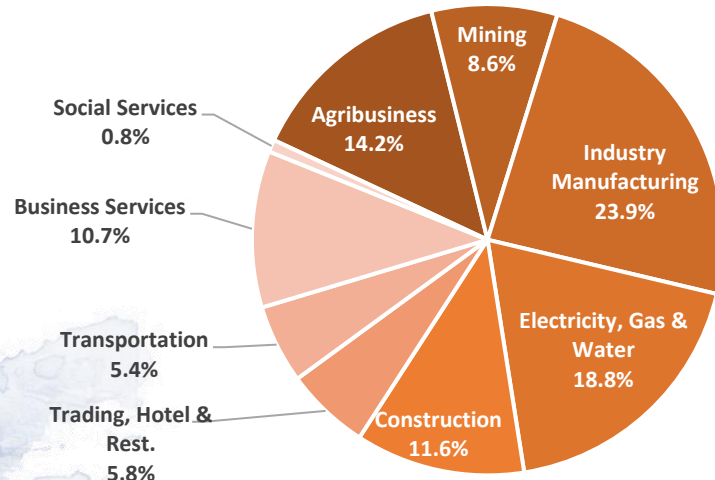


Data as of 19 Apr'22

Loan Outstanding (IDR Trillion)



Percentage by Business Sectors



Changes in Corporate Business Segmentation

Before

By ownership
i.e. State Owned Enterprises (SOE),
Corporate (Private/ Non SOE)



After

By Industry Sector
i.e. Agribusiness, Manufacture & Property,
Infrastructure, and Transportation

- Currently, the corporate segment no longer categorizes borrowers based on ownership (SOE / Non-SOE). Instead, the classification is based on the industry sector.
- The KPI of the Division that manages Corporate Loans is less focused on the loan outstanding, and more weight is given to CASA acquisition, FBI generation, and Value Creation generated for other business segments.
- This change in segmentation aims to have more focused and guided client service to acquire the whole corporate business value chain from upstream to downstream.



Corporate Business Strategy

Selective Loan
Growth & Improve
Asset Quality

Boost CASA & Fee Income by
Increasing Wholesale
Transaction

Optimizing
Value Chain
Business

DIGITAL INITIATIVES



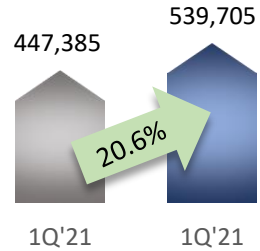


BRILINK AGENT

Redefining Agent's Roles to Tap The Untapped

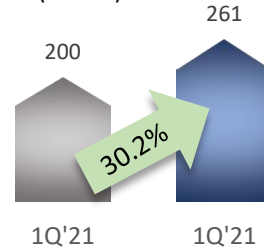


Agents



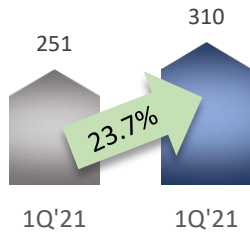
Transaction

(in Mio)



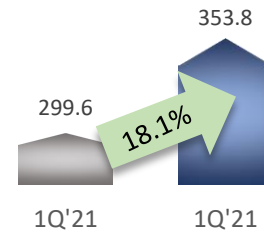
Trx Value

(IDR Trillion)



Fee Income

(IDR Billion)



266.0 Thousand loan referrals (↑ 138.7% YoY)

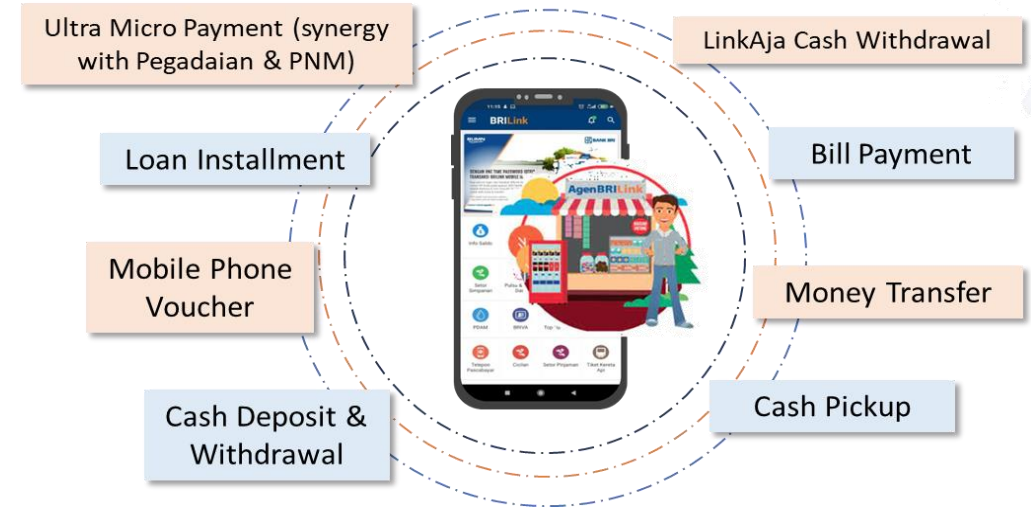
152.8 Thousand saving referrals (↑ 50.0% YoY)

IDR 18 T CASA (↑ 30.9% YoY)

55,300 villages covered by BRILink Agents (74.1% out of total villages)

SERVICES

SERVICES PROVIDED



Productivity

- Enhance business process
- Empower agent community & capabilities
- Introduce agent loyalty programs

Beyond Banking Transaction

- Develop agents as local super store
- Utilize big data capabilities through BRIBRAIN

UMi Enabler

- Redefine role of agents to support UMi Ecosystem
- Integrate BRILink platform with UMi Corner & Gadai platform

Sales Channel Collaborator

- Increase numbers of cross sell BRI Group market-matched products
- Platform integration to create excellent user experiences

STRATEGY



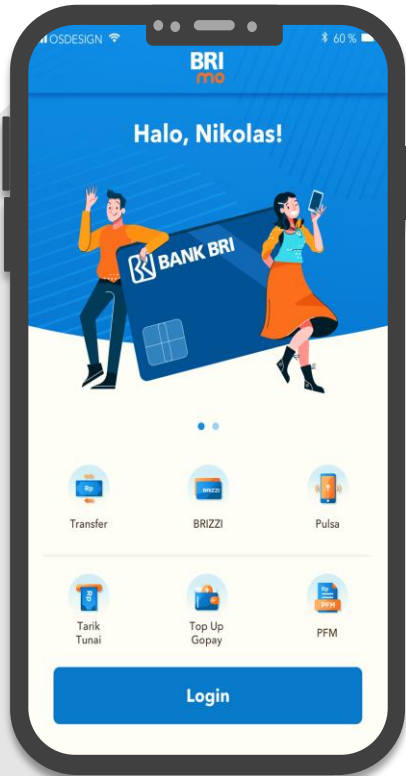


BRIMO

Accelerating the Shift of Transaction into Digital



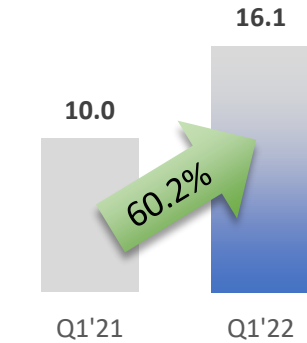
BRIMO



Given 130 million existing BRI customers, there is still a huge opportunity to increase BRIMO user

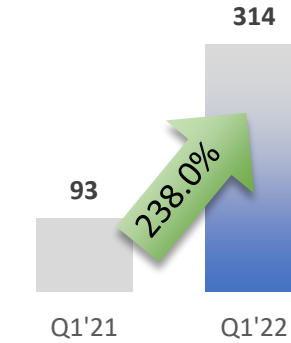
Users

(in Mio)



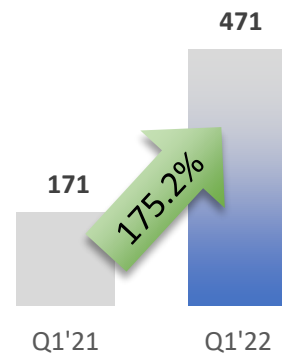
Financial Trx

(in Mio)



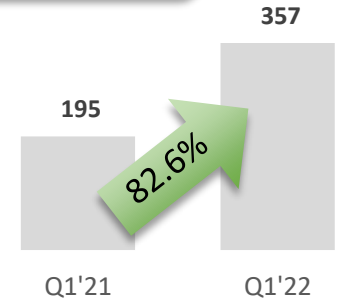
Transaction Value

(IDR Trillion)

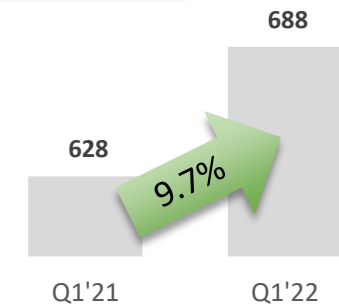


of Financial Trx (in Mio)

Internet Banking



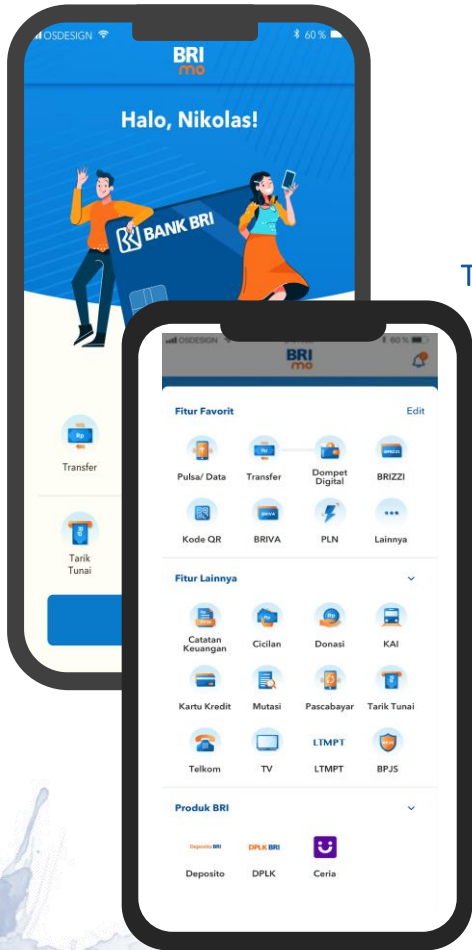
ATM





BRIMO

... Journey To Become A Lifestyle Super Apps...



"++80 other features already on BRIMO"

Brimo Already Connected With Strategic Partner To Generate CASA And FBI

...What Next On BRIMO?...

- 01 10 in 1 Ecosystem**
Customers everyday needs across 10 most preeminent ecosystem embedded within BRIMO
- 02 Deepen Existing Customers Relationship through AI Technology**
AI will study the transaction patterns of existing customers in each product and will provide recommendations to other customers
- 03 Financial Super Store**
Integrated financial product & services features of BRI Group



BRISPOT

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

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



...“ WHAT’S ON BRISPOT?”...



+100 K USERS
(LOAN OFFICERS & APPROVERS)



BRISPOT FEATURES BY SEGMENT

MICRO **+65**

SMALL **+34**

CONSUMER **+43**



+140
IMPACTFULL FEATURES

BRISPOT Existing Features

Boost Productivity

- Sales & Pipeline
- Portfolio Balancing Dashboard
- Profit and Loss Portfolio
- Working Area Mapping
- 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 & Evaluation
- Monitoring Point to Point
- “Activity Today”
- Assistance
- Early Warning System
- Loan Collection
- KUR Limit Monitoring

DIGITAL SAVING

...Create account anytime anywhere...





Web Browser

www.bukarekening.bri.co.id

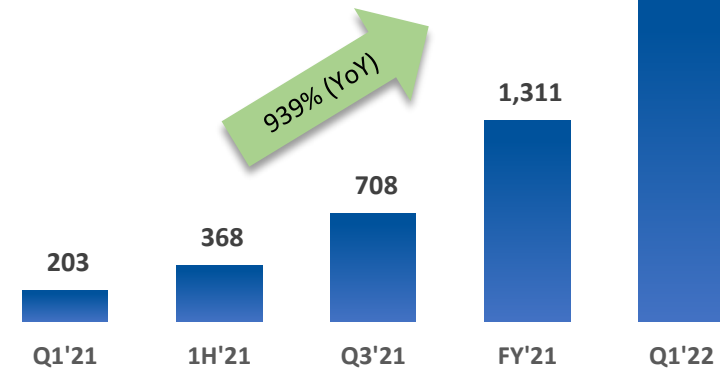
BRIMo Apps

BRI Digital Saving Advantages

-  Easily accessed
-  User Friendly
-  Quick Approval Process
-  No Visit Outlet
-  Bundled with BRIMO & Internet Banking

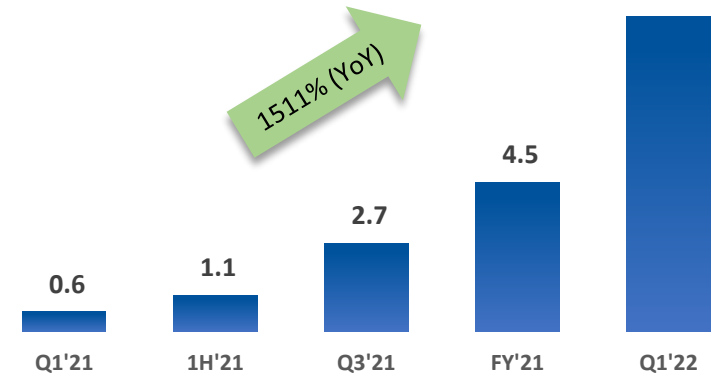
Total Account

As of Mar 2022 (In Thousand)



Deposit Amount

As of Mar 2022 (IDR Trillion)





DIGITAL PLATFORM ECOSYSTEM

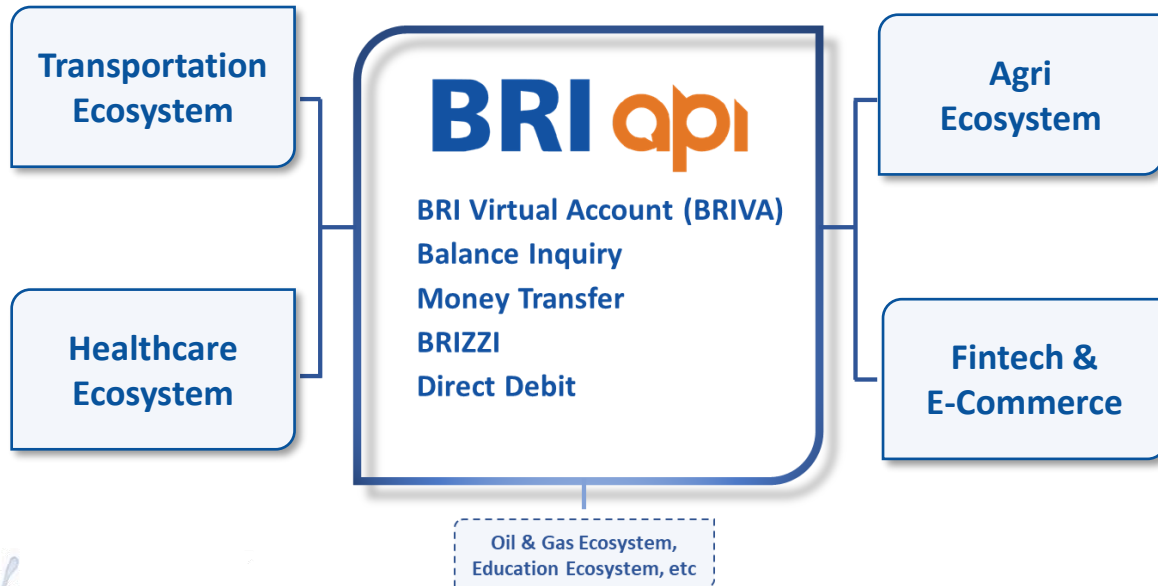
Leverage New Liquidity, New Opportunities and New Source of Growth



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.



As of Mar, 2022

Sales Volume **IDR94.2 Tn**



288.6% yoy

Transaction **96 Mn**



120.8% yoy

Fee Based Income **15 Bn**



78.6% yoy

497

Total Partners

Digital Ecosystem Platform

Build ecosystem to offer products and services beyond core business to leverage new liquidity, new opportunities and new source of growth

As of Mar, 22

| Platform | User | #Transaction | Volume |
|---|-------------------|---------------------|------------------------|
| BRIMOLA (for LPG Agent & Distributor) | ~113K (34.1% YoY) | ~3.9mn (213.5% YoY) | IDR 3.7tn (102.5% YoY) |
| BRI Smart Billing | ~51K (-41.8% YoY) | ~203K (69.5% YoY) | IDR 233bn (31.6% YoY) |
| Junio Smart | ~274K (62% YoY) | ~198K (182.9% YoY) | IDR 310bn (193.3% YoY) |

Online Traditional Market Platform



Launched on Jun 2020

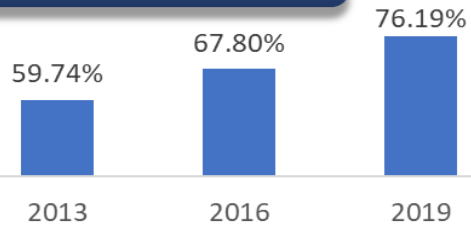
| | |
|--------------------|--------------------------|
| #Registered Market | 6,558 (45.4% YoY) |
| #Market Traders | 193K (185.2% YoY) |
| #Transaction | 188K |
| Transaction Volume | IDR 22.8 Bn |



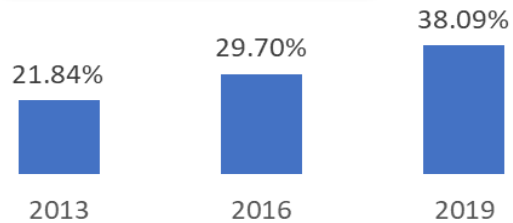
DIGITAL ADVISOR

...Follow Customer's Digital Journey...

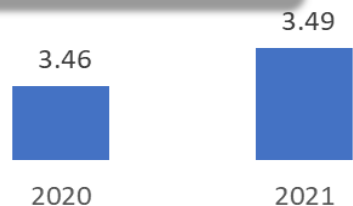
Financial Inclusion Index



Financial Literacy Index



Digital Literacy Index



- Based on The OJK's survey, Indonesia Financial Inclusion Index shown increasing trend reach 76.19% in 2019. However, the Financial Literacy Index remain relatively low at 38.09%.
- The survey held by The Ministry of Information and Communication in 2021 also shown that National Digital Literacy Index still in Medium category (score 3.49 out of 5)



"To increase the financial and digital literacy of its customers, BRI introduced the role of Digital Advisors to increase customers' digital savviness and to assist them along the continuum of their digital journey"



Digital Advisors

Digital Acquisition

Encourage customers to **do** banking transaction through BRI digital platform, e.g. opening digital saving, using BRIMO for daily financial transaction, etc.

Digital Transaction

Assist customers to **perform** Financial transactions through IB, Mobile Banking & BRIMO, etc.

Secured Digital Transaction

Educate customers to have **secure** financial transactions, ie. by maintaining personal data confidentiality such as biological mother's name, PIN, OTP, CVV, avoid using wifi in public areas, etc.



Source :

- National Survey of Financial Literacy and Inclusion 2019 by Financial Services Authority
- National Digital Literacy Index Survey Results 2021 by Ministry of Information and communication Indonesia

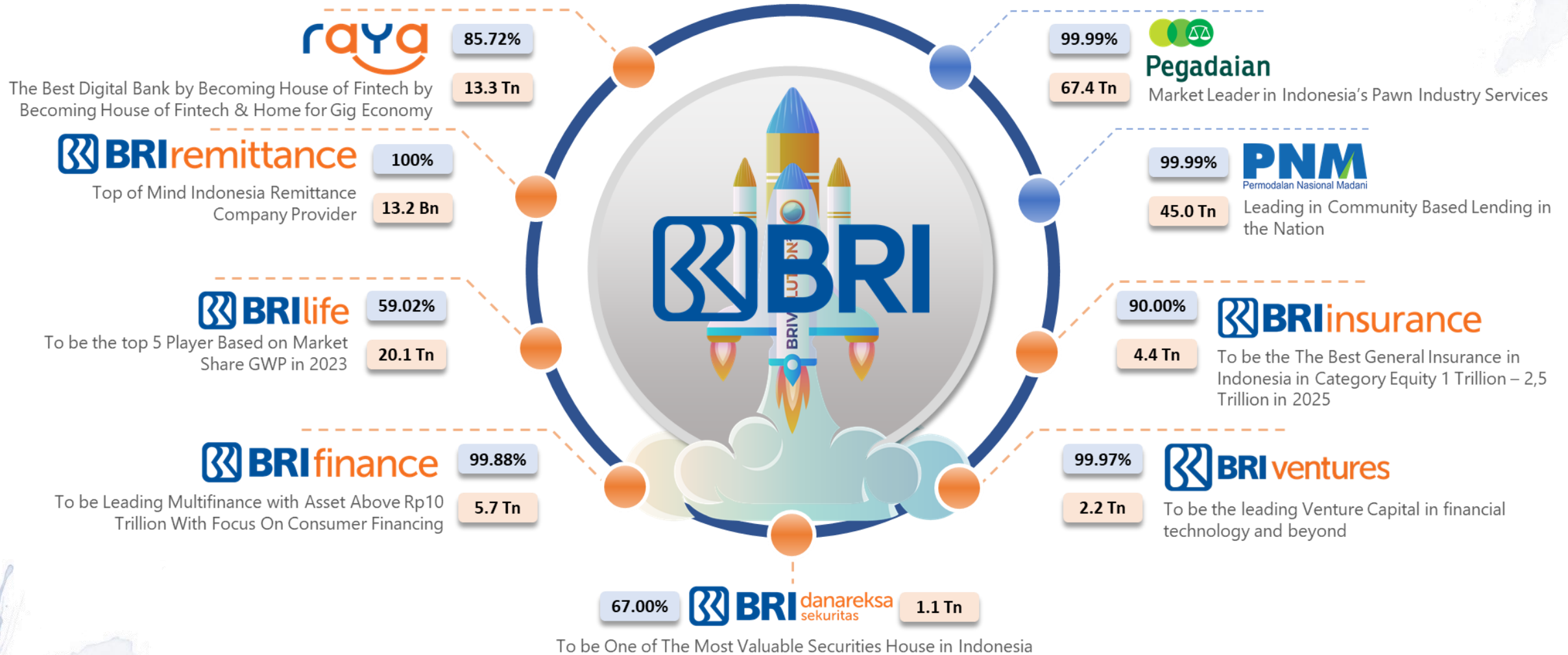
SUBSIDIARIES





BRI GROUP

Income & Risk Diversification and Strengthen Customer Base



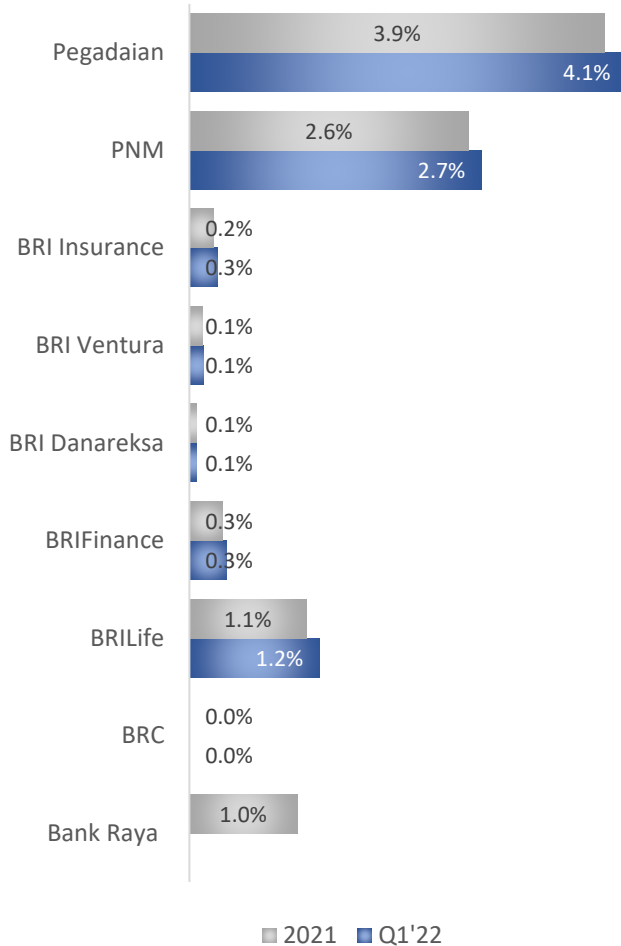
Note:

- BRI % Shares Ownership
- Total Asset (in Rp)

SUBSIDIARIES CONTRIBUTION TO BRI GROUP

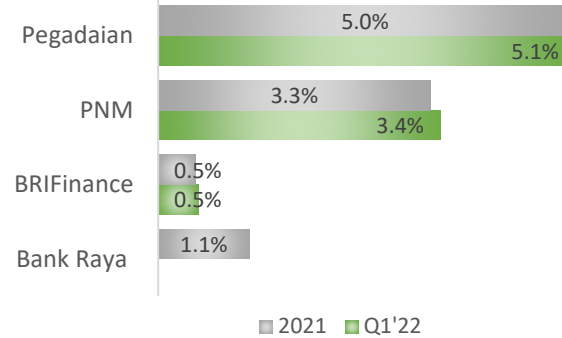


ASSETS

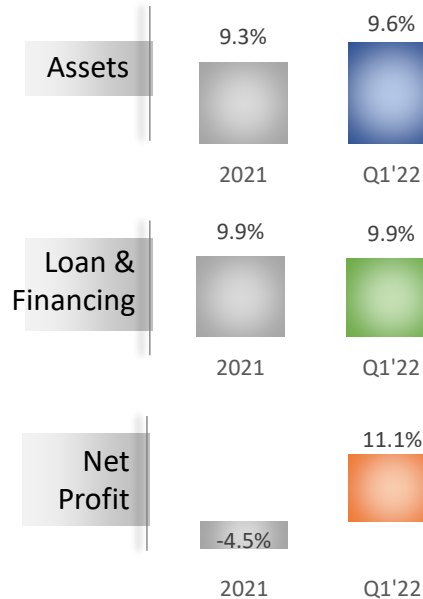


Note: Q1'22 Bank Raya number is not included

LOAN & FINANCING

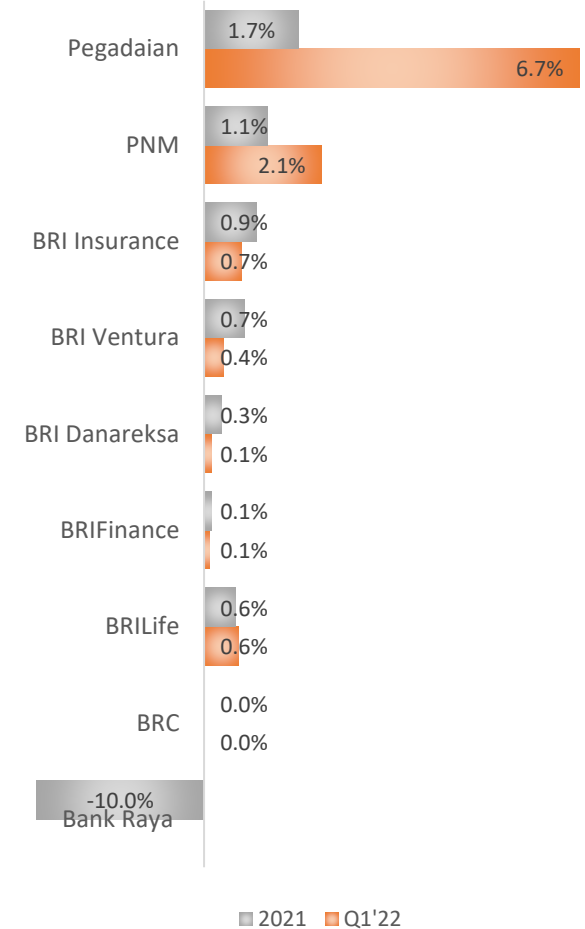


Note: Q1'22 Bank Raya number is not included



- In Q1'22 Subsidiaries contribution to total BRI Group was around 9-10% of Total Asset and Loan & Financing, relatively stable from FY'21
- While the net profit contribution in Q1'22 reached 11% or significantly increase from 2021 at -4.5%. In Q1'22 all BRI subsidiaries has recorded net profit with positive year on year growth.

NET PROFIT



Note: Q1'22 Bank Raya number is not included, Pegadaian & PNM net profit are calculated only 3.5 months

ESG INITIATIVES





BRI ESG PERFORMANCE HIGHLIGHT



Environmental Highlights

Assets BRI Green Financing Portfolio

(as of March 2022)



IDR 71.5T

Loans disbursed to Green Sectors

7.3%

of BRI total loan disbursement

Renewable Energy: **IDR 6.3 T**

Green Transportations: **IDR 14.6 T**

Green Building: **2.1T**

Other Environmentally-Friendly Business : **IDR 45.1 T**

Liabilities

(as of December 2021)



BRI Sustainability Bond 2019

BRI Sustainability Bond was issued in 2019 for USD 500 million and BRI has used the proceeds both for green and social projects

31%

of total bond proceeds in 2021 were used for **Green Projects**

BRI Digital Savings

BRI Digital Savings has the potential to reduce emissions from customers' commutes & less use of paper

Human Capital & Operations

(as of December 2021)

Green House Gas (GHG) Emissions



↓ 1.4%

Gross Emission Reduction from Scope 1 & Scope 2 (fuel & electricity)



↓ 97.4%

Gross Emission Reduction from business travels



↓ 5.5%

Gross Emission Reduction from paper usage

Digital Operations

BRI Digital Initiatives has the potential to reduce emissions from customers' commutes and less use of paper

*Percent reduction represents FY2021 performance vs FY2019 baseline

Social Highlights

Assets BRI Social Financing Portfolio

(as of March 2022)



IDR 568.4T

Loans disbursed to Social Sectors

58.3%

of BRI total loan disbursement

PNM Mekaar

Empowering underprivileged women through the ultra micro ecosystem



11.5million
Women Borrowers



IDR 28.7T
Total Outstanding

Liabilities

(as of December 2021)



BRI Sustainability Bond 2019

BRI Sustainability Bond was issued in 2019 for USD 500 million and BRI has used the proceeds both for green and social projects

69%

of total bond proceeds in 2021 were used for **Social Projects**

Operation

Ultra Micro Holding

Senyum Mobile

~5800 Number of BRI, PGD, PNM sales forces with access to Senyum mobile

Co-Location

404 units across Indonesia

Data Analytics

~22.7 million customers database identified

Human Capital & Operations

(as of December 2021)

Employee Breakdown By Gender

Board of Management
Senior Management (VP-SVP-SEVP)
Total Workforce

Women
23%
16%
42%

Men
77%
84%
58%

Employee Engagement Survey



Governance Highlights

BRI Governance Rating

Corporate Governance Perception Index (CGPI)



95.10

The higher CGPI Score among others Bank,) with an increase in score from 93.25 (2019) to 95.10 (2021).

ASEAN Corporate Governance Scorecard

110.2

BRI's ACGS Score as of 2021

ESG Governance at BRI

Dedicated ESG Division

Established an ESG Division, a dedicated team that is responsible for ESG and Sustainable Finance implementation at BRI

ESG Committee

Established a dedicated ESG Committee lead by CEO. The Committee is responsible in Review and evaluate the implementation of ESG policies and initiatives. Establish and recommend ESG work programs.

CUSTOMER'S DATA PRIVACY & CYBER SECURITY MANAGEMENT

Dedicated Data Privacy & Cyber Security Management Division



Enterprise Data Management Division

a Division that specifically handles Data Management



Information Security Division

a Division that specifically handles Cyber Security



certified PA-DSS

(Payment Application-Data Security Standard) for BRI's Direct Debit API



ISO 27001:2013

For Big Data, Open API, Card Production Managing Event & Cyber Threat Monitoring, Spacecraft Operation & Data Center Facilities

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

Assets

- As of Mar’22 BRI Sustainable Loan Composition was 65.6% of BRI Total Loan
- Credit risk management policy on CPO, that obligate all CPO borrower to have ISPO and/or RSPO certificate
- Require AMDAL or Environment Impact Assessment (EIA) document

Operations

- Adopting digital business process to reduce paper consumption through BRISTAR, BRISPOT and BRISMART application.
- Product Governance
- Data Privacy and Cyber Security
- Fair Advertisement Policy
- Anti Money Laundry Policy
- Strengthened ESG Governance by establishment of **ESG Committee and ESG Desk**
- BRI has received a gold category greenship certificate from the Green Building Council Indonesia for the BRI New Building **“BRILian Tower”**.

Liabilities

- ESG-linked Liability Products: BRI Sustainability Bond 2019
- Socially Responsible Liability Products with Anti-Money Laundering and Counter-Terrorism Financing Policies
- Digital Saving Product to support Paperless Banking

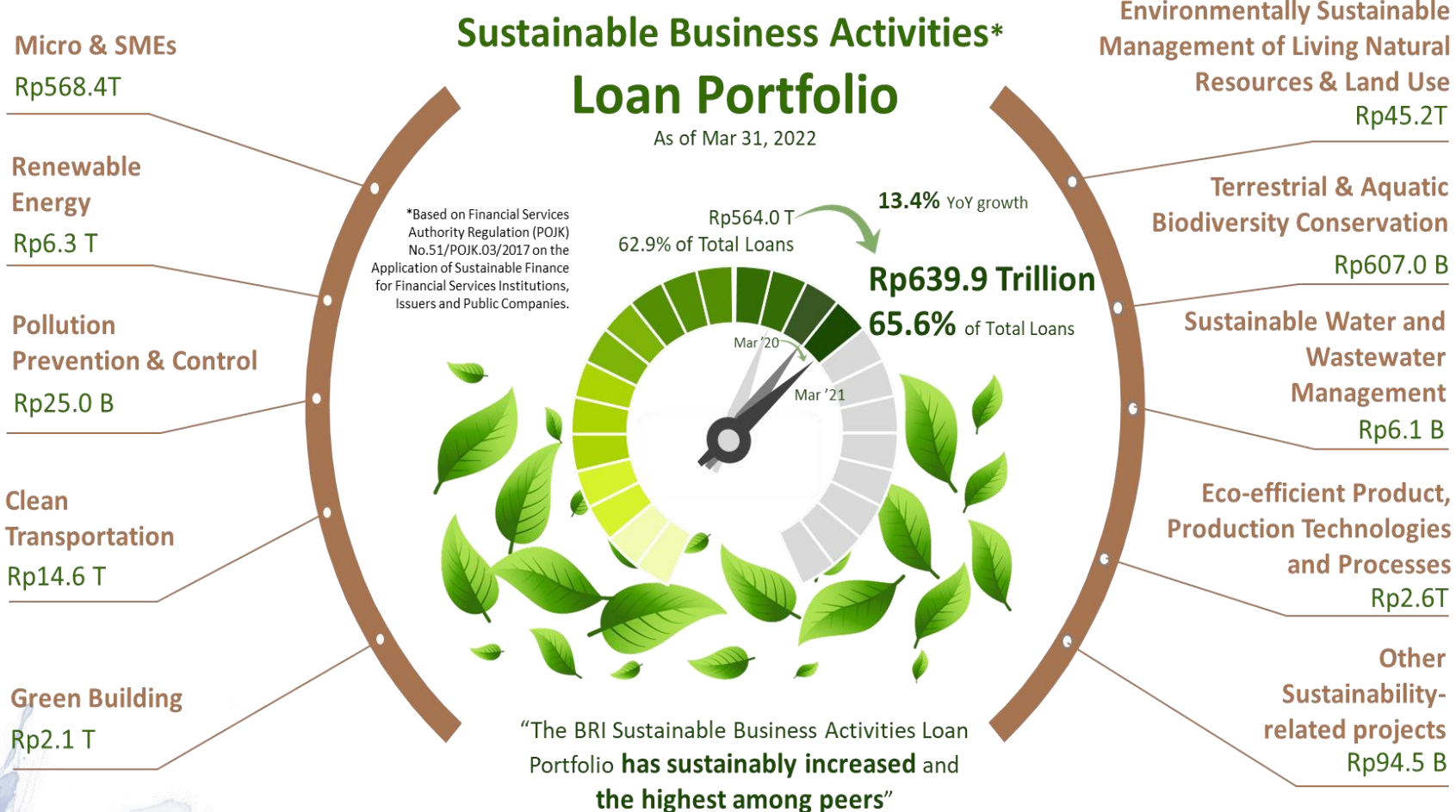
Human Capital

- Socially Responsible Human Capital Strategy with Diversity, Anti Discrimination and Equality Policies
- Gender-blind remuneration remuneration and benefit policies
- Integrated Corporate Culture “BRI One Culture”
- Comprehensive Employee Training and Development
- Govern Talent Management Through Nomination And Remuneration Committee & HC Committee



SUSTAINABLE BUSINESS ACTIVITIES

Financing For Sustainable Development



BRI Loan Policy

BRI Negative List Loan Policy, BRI is committed to have no exposure in several sectors including but not limited to:

- ✗ Illegal Logging
- ✗ Cultivation of Marijuana & Narcotics productions and trading
- ✗ Forced labor, child exploitation, human rights violation
- ✗ Money Laundering
- ✗ Destroying historical and archaeological building
- ✗ Trading protected animals
- ✗ Fishing business using fishing gear that is prohibited by regulation
- ✗ Other fields/sector according to applicable law

Specific Loan Policy to CPO Sector

CPO borrower is required to has an ISPO/RSPO certificate or at least has registered in the ISPO certification process

Other Loan Policy

- No borrowers with Black PROPER rating (Company Performance Rating Assessment by Ministry of Environment and Forestry)
- Other requirements in accordance with the applicable law



COMMITMENT TO ACHIEVE SUSTAINABLE DEVELOPMENT GOALS (SDGs)



> 40% of BRI's total loans is contributed by Micro and Ultra Micro Loans, distributed to 14.3 million borrowers



BRI provides assistance to communities affected by the tropical cyclone disaster in East Nusa Tenggara.



BRI provides assistance in the form of health support infrastructure provided to 74 hospitals in 18 BRI Regional Offices.(i.e. hospital beds, oxygen cylinders, oximeters, etc.)



The BRI Peduli – Indonesia Cerdas Program, renovated 4 Border Schools located on the border of the Republic of Indonesia, namely Atambua, Karimun, Jayapura and Nunukan.



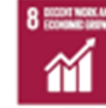
PNM Mekaar as BRI subsidiary, provide Rp23.5 Trillion loan disbursement for 10.5 Million underprivileged woman.



Desa BRILIAN program provide empowerment and assistance program has disbursed loans to sustainable water and wastewater management projects.



BRI has disbursed loans to renewable energy projects.



The BRI micro loans has created jobs for micro business entrepreneurs



UMI Corner, digital product innovation which is a marketing tool for Ultra Micro product



BRI implemented zero tolerance to discrimination



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



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



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



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



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



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



TRANSACTION HIGHLIGHT

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



FIRST SUSTAINABILITY BOND

in Southeast Asia
in RegS Format



SECOND PARTY OPINION

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

PROCEEDS ALLOCATION

- BY PROJECT TYPE**
- 69% for Social Projects
 - 31% for Green Projects

- **31.06%:** Green Project
- **18.40%:** Employee Generation
- **11.94%:** National Economic Recovery
- **11.82%:** Socioeconomic Advancement and Empowerment
- **0.49%:** Affordable Housing

BY ELIGIBLE CATEGORY

THE BOND SUPPORTS SDGs



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



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



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



BRI FOR COMMUNITY

Empowering the People, Nurturing The Planet



EMPOWERING UNDERPRIVILEGED WOMEN THROUGH THE ULTRA MICRO ECOSYSTEM

PNM Mekaar provide access to capital, assistance, & capacity building programs for Underprivileged Community & SME, especially female housewives.

As of Mar'22



+11.5Mn Female Borrowers



+IDR 28.7 Tn Loan Outstanding

PNM Mekaar provides 3 (three) types of capital for underprivileged women to create sustainable and independent customer's business.

01 Financial Capital

Meekar Financing

02 Intellectual Capital

Training and Monitoring :
Softskill, Hardskill and Business Development

03 Social Capital

- Business Network
- Social Care
- Emphaty
- Business Synergy between Customers



desa **EMPOWERING THE VILLAGE COMMUNITY THROUGH BRILIAN VILLAGES INITIATIVE ("DESA BRILIAN")**

Incubation & Literacy Program for BRI-fostered villages through Business Optimization of Village Owned Enterprises (Badan Usaha Milik Desa/BUMDES)

DESA BRILIAN ACTIVITIES



EMPOWERMENT

ASSISTANCE

AWARDED

As of Des'21

1,191 Villages



30%

Trading



17%

Financial Services



12%

Tourism



10%

Food Industry



7%

Waste Mngmt.



6%

Water Mngmt



17%

Others



linkumkm **EMPOWERING THE MSME' COMMUNITY THROUGH LINKUMKM PLATFORM**

A Digital Empowerment Platform that aims to improve the Indonesian MSMEs capability through an integrated program that can be accessed through the website & application.

MSME Smart Menu



The MSME Smart menu on the application provide features to assess the MSME business capability through "Assessment of Upgrading MSMEs" & provide education through "Programs and training modules" features.

As of Mar'22



1.936 Mn User

Self Assessment
1.033 Mn

Storefront **9.961**

Module **281**

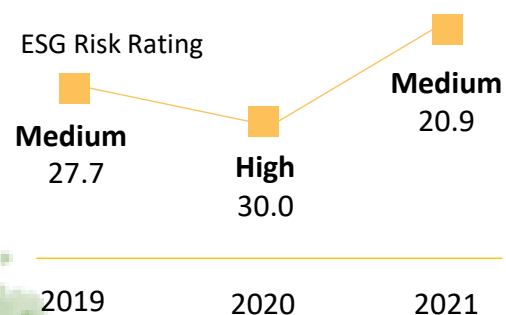
Community **782**

Top Module

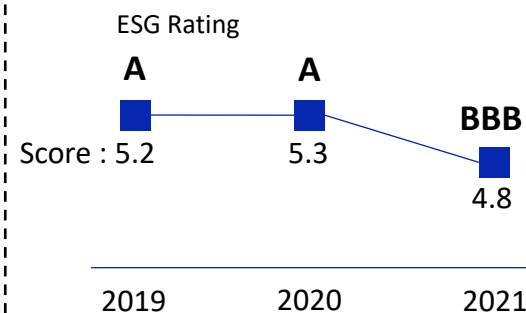
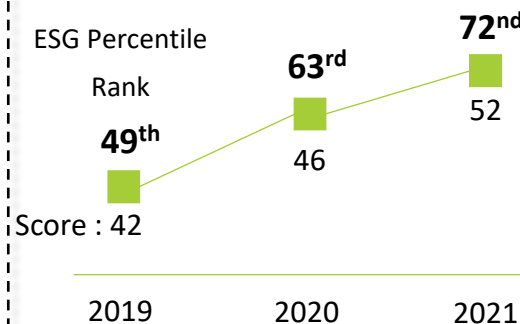
- #1 Increase Market Access
- #2 Export Preparation
- #3 Determination of search for market access



Website access : <https://linkumkm.id/>



CORPORATE SUSTAINABILITY ASSESSMENT (CSA)
Dow Jones Sustainability Indices



OVERALL SCORE **110.2**

Increased from 93.08 in 2019

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



CGPI SCORE **95.10**

Increased from 93.25 in 2019



KEHATI

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

- ✓ SRI-KEHATI
- ✓ ESG Quality 45 IDX KEHATI
- ✓ ESG Sector Leaders IDX KEHATI



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 a constituent of
the IDX ESG Leaders Index (ESGL)
since March 2021**

ESG AWARDS 2021

CSR AWARD



**TOP 5 STAR CSR 2021, TOP LEADER
ON CSR COMMITMENT**
Top BUSINESS AWARD 2021

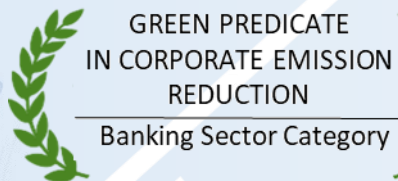


**INTEGRATED CSR STRATEGY FOR
BRILIAN TOURISM VILLAGE
DEVELOPMENT**
ANUGERAH CSR IDX CHANNEL 2021



**BEST CSR OF THE YEAR, CEO CSR
OF THE YEAR**
NUSANTARA CSR AWARD

BERITASATU AWARD



**GREEN PREDICATE
IN CORPORATE EMISSION
REDUCTION**
Banking Sector Category



**GREEN PREDICATE
IN CORPORATE EMISSION
REDUCTION**
SOE Bank Sector Category



**BEST CORPORATE
EMISSION 2021**
Corporate Sector Category

BEST ESG DISCLOSURE AWARD 2021

BERITASATU AWARD



**DISCLOSURE RATING : LEADERSHIP A, BEST ESG
DISCLOSURE : BANKING SECTOR, BEST ISHGK –
ESG DISCLOSURE, BEST ESG DISCLOSURE : ISSUER
CATEGORY**



PLATINUM RANK
ASIA SUSTAINABILITY
REPORTING RATING
(ASRRAT) AWARDS 2021



**BEST ESG DISCLOSURE
SOE Bank Category**
BERITASATU AWARD

BOARD OF COMMISSIONNER & BOARD OF MANAGEMENT





BOARD OF COMMISSIONERS



Kartika Wirjoarmodjo

President
Commissioner



Rofikoh Rokhim

Vice President
Commissioner/
Independent
Commissioner



Heri Sunaryadi

Independent
Commissioner



Hadiyanto

Commissioner



Rabin Indrajad Hattari

Commissioner



Hendrikus Ivo

Independent
Commissioner



Dwi Ria Latifa

Independent
Commissioner



**Paripurna Poerwoko
Sugarda***

Independent
Commissioner



Nurmaria Sarosa*

Independent
Commissioner



Agus Riswanto*

Independent
Commissioner



BOARD OF MANAGEMENT



Handayani

Director of
Consumer
Business



Amam
Sukriyanto

Director of Small
and Medium
Business



Viviana Dyah Ayu R.K.

Director of
Finance



Sunarso

President Director



Catur Budi Harto

Vice President
Director



Agus Noorsanto

Director of
Wholesale and
Institution
Business



Agus Sudiarto

Director of Risk
Management



Agus Winardono

Director of
Human Capital



Supari

Director of Micro
Business



Arga M. Nugraha

Director of
Digital and
Information
Technology



Andrijanto*

Director of
Networks and
Services



Ahmad Solichin
Lutfiyanto

Director of
Compliance



Achmad Royadi

SEVP Treasury &
Global Service



Bambang
Krisminarno

SEVP Corporate
Banking



Hendro Padmono

SEVP Fixed Asset
Management &
Procurement



Anik Hidayati

SEVP Operations



Triswahju Herlina

SEVP Internal Audit



Harsya Wardhana
Prasetyo

SEVP Change
Management &
Transformation
Office

OTHERS





BRI NETWORKS

The Most Extensive and Largest Networks

| Branchless Network | 2017 | 2018 | 2019 | 2020 | 2021 | 1Q'22 | YtD |
|--------------------|---------|---------|---------|---------|---------|---------|--------|
| Brilink Agents | 279,750 | 401,550 | 422,160 | 504,233 | 503,031 | 539,705 | 36,674 |

| Branch Network | 2017 | 2018 | 2019 | 2020 | 2021 | 1Q'22 | YtD |
|------------------|---------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Head Office | 1 | 1 | 1 | 1 | 1 | 1 | - |
| Regional Offices | 19 | 19 | 19 | 19 | 19 | 18 | (1) |
| Branches | 468 | 468 | 467 | 467 | 450 | 450 | - |
| Subbranches | 610 | 609 | 611 | 611 | 588 | 582 | (6) |
| BRI Units | 5,382 | 5,381 | 5,382 | 5,382 | 5,222 | 5,181 | (41) |
| Cash Offices | 992 | 964 | 952 | 547 | 525 | 517 | (8) |
| Teras BRI | 2,536 | 2,069 | 2,049 | 1,867 | 1,697 | 1,614 | (83) |
| Teras Mobile | 638 | 136 | 137 | 136 | 136 | 135 | (1) |
| Payment Point | 38 | 50 | 54 | 397 | 355 | 354 | (1) |
| Total | 10,684 | 9,697 | 9,672 | 9,427 | 8,993 | 8,852 | (141) |

| E-channel | 2017 | 2018 | 2019 | 2020 | 2021 | 1Q'22 | YtD |
|--------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
| ATM | 24,684 | 22,684 | 19,184 | 16,880 | 14,463 | 14,425 | (-38) |
| EDC | 302,921 | 284,425 | 204,386 | 198,785 | 203,027 | 207,288 | 4,261 |
| CRM | 1,992 | 2,609 | 3,809 | 5,809 | 7,407 | 7,407 | - |
| e-Buzz | 57 | 57 | 57 | 57 | 57 | 57 | - |
| Total | 329,654 | 309,775 | 227,436 | 221,531 | 224,954 | 229,177 | 4,223 |



Enhance productivity & deliver superior customer experience

01

End to End Operating Model

Universal Banker, Self Services Channels, Agile Branch Operating Model and develop tech enabled sales tools

02

Accelerate Migration of ATM to Cross Industry Utilities

Improve ATM/ CRM operational efficiency and productivity

03

Customize Branch Format

Smart Branch, Flagship Branch and Community Branch

04

Automate & Digitize Business Process

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

05

Optimize Distribution Network Footprint

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

06

BRILINK 2.0

Redefine the role of BRILink Agents to become **Primary Channel**

07

Enhance digital sales & marketing capabilities

Strengthen digital sales and digital marketing capabilities



BBRI OVER THE YEARS

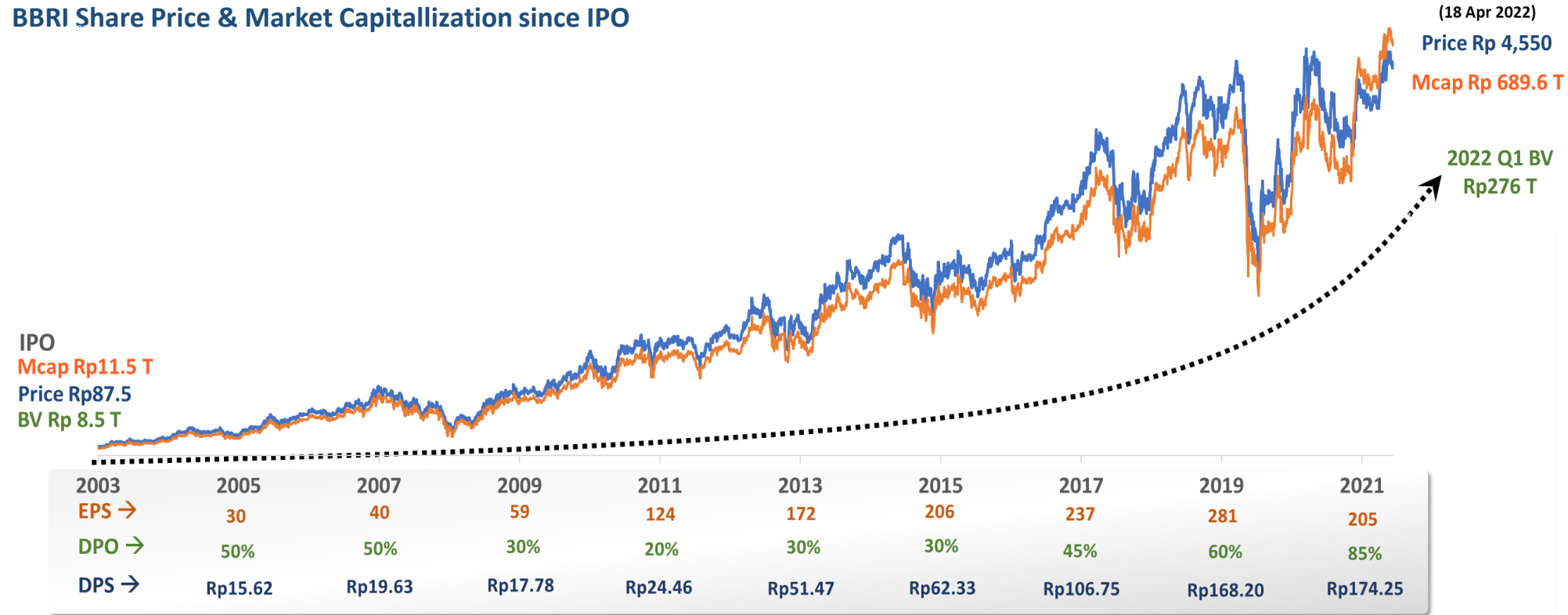


BBRI Shares-Related Corporate Action



- 2021** Rights Issue
- 2020** Employee Stock Allocation (ESA) Program & Stock Buyback
- 2019** Employee Stock Option Program (ESOP)
- 2017** Stock split 1: 5 on November 10th 2017
- 2015 - 2016** Stock buyback
- 2011** First time stock split 1:2 on Januari 11th 2011
- 2004 - 2010** Management Stock Option Program (MSOP)
- 2003** IPO on November 10th 2003 using ticker BBRI

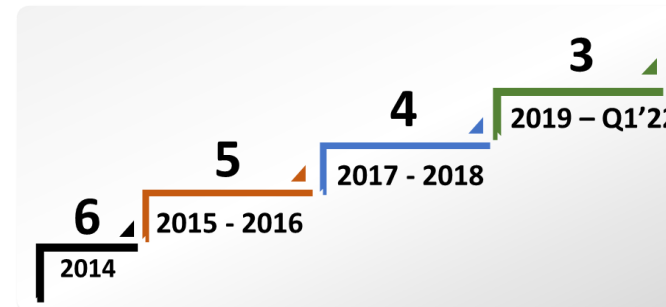
BBRI Share Price & Market Capitalization since IPO



Shareholders Composition

| Shareholder | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Q1 2022 |
|-------------------|--------|--------|--------|--------|--------|--------|--------|---------|
| Government | 56,75% | 56,75% | 56,75% | 56,75% | 56,75% | 56,75% | 53.19% | 53.19% |
| Public | 43,25% | 43,25% | 43,25% | 43,25% | 43,25% | 43,25% | 46.81% | 46.81% |
| Foreign | 78,12% | 80,12% | 84,33% | 79,48% | 80,68% | 77,39% | 74.68% | 76.12% |
| Domestic | 21,88% | 19,88% | 15,67% | 20,52% | 19,31% | 22,61% | 25.32% | 23.88% |

BBRI Market Cap Rank in South East Asia Bank





BRI CREDIT RATINGS



BRI International & Domestic Ratings

FitchRatings

- Long Term Rating : BBB-
- Short Term Rating : F3
- Viability Rating : bb+
- Government Support Rating : bbb-
- National Long Term Rating : AA+
- National Short Term Rating : F1+

MOODY'S

- Long Term Counterparty Risk – Fgn Curr : Baa1
- Long Term Deposit – Fgn Curr : Baa2
- Long Term Debt – Fgn Curr : Baa2
- Short Term Counterparty Risk – Fgn Curr : P-2
- Short Term Deposit – Fgn Curr : P-2
- Baseline Credit Assessment : baa2
- Adj Baseline Credit Assessment : baa2

S&P Global Ratings

- Issuer Credit Rating : BBB-
- Stand-Alone Credit Profile : bbb-
- Outlook : Negative

Baa2 or BBB

2018

MOODY'S

BAA3 or BBB-
(Investment Grade)

2011

2012

FitchRatings

2019

S&P Global
Ratings

Ba2 or BB+

2010

2014

2018

2022



- National Rating : id AAA
Stable Outlook



**Best BOD, Best CEO, Best CRO,
Best CCO, Best Corporate
Governance & Performance –
GRC & PERFORMANCE
EXCELLENCE AWARD 2021**



**Best CEO, Best Strategic Orientation
CEO, Best GCG, Best Business
Transformation, and Best Corporate
–
ANUGRAH BUMN (SOE AWARD)
2021**



**Leadership Rating A –
ESG AWARDS 2021**



**Global 2000 World's Largest
Public Companies –
FORBES 2021**



**Best Company to Work For in Asia –
HR AWARD ASIA 2021**



**Banking Sector Emittance & SOE
Bank Best ESG Disclosure –
BERITA SATU 2020**



**Best Retail Bank –
THE ASIAN BANKER 2020**



**Most Valuable Brand for Banking –
BRAND FINANCE: BANKING 500**

Thank You

PT BANK RAKYAT INDONESIA (Persero) Tbk.

Investor Relations

7th floor BRI II Building

Jl. Jenderal Sudirman No. 44-46 Jakarta 10210

Indonesia

Phone : 62 21 5752006/09, 5751952/79

Website : www.ir-bri.com

Email : ir@bri.co.id

