



# FINANCIAL UPDATE PRESENTATION

PT Bank Rakyat Indonesia (PERSERO) Tbk.



# SHARE PRICE PERFORMANCE & OWNERSHIP



By 31 March 2023

No.	Description	No. of Investor	%	No. of Shares	%
<b>I Domestic</b>					
1.	Government of RI	1	0.00%	80,610,976,876	53.19%
2.	Retail	300,790	96.90%	2,786,711,682	1.84%
3.	Employees	6,117	1.97%	19,868,175	0.01%
4.	Cooperatives	16	0.01%	5,500,222,523	3.63%
5.	Foundation	35	0.01%	312,461,083	0.21%
6.	Pension Funds	136	0.04%	1,690,792,606	1.12%
7.	Insurance	172	0.06%	2,669,881,956	1.76%
8.	Bank	8	0.00%	740,650,841	0.49%
9.	Corporations	277	0.09%	172,193,737	0.11%
10.	Mutual Funds	331	0.11%	2,433,496,453	1.61%
11.	Local Government	1	0.00%	1,590,000	0.00%
<b>Total</b>		<b>307,884</b>	<b>99.18%</b>	<b>96,938,845,932</b>	<b>63.96%</b>
<b>II International</b>					
1.	Retail	296	0.10%	38,094,528	0.03%
2.	Institutional	2,248	0.72%	54,582,061,144	36.01%
<b>Total</b>		<b>2,544</b>	<b>0.82%</b>	<b>54,620,155,672</b>	<b>36.04%</b>
<b>III Total</b>		<b>310,428</b>	<b>100.00%</b>	<b>151,559,001,604</b>	<b>100.00%</b>

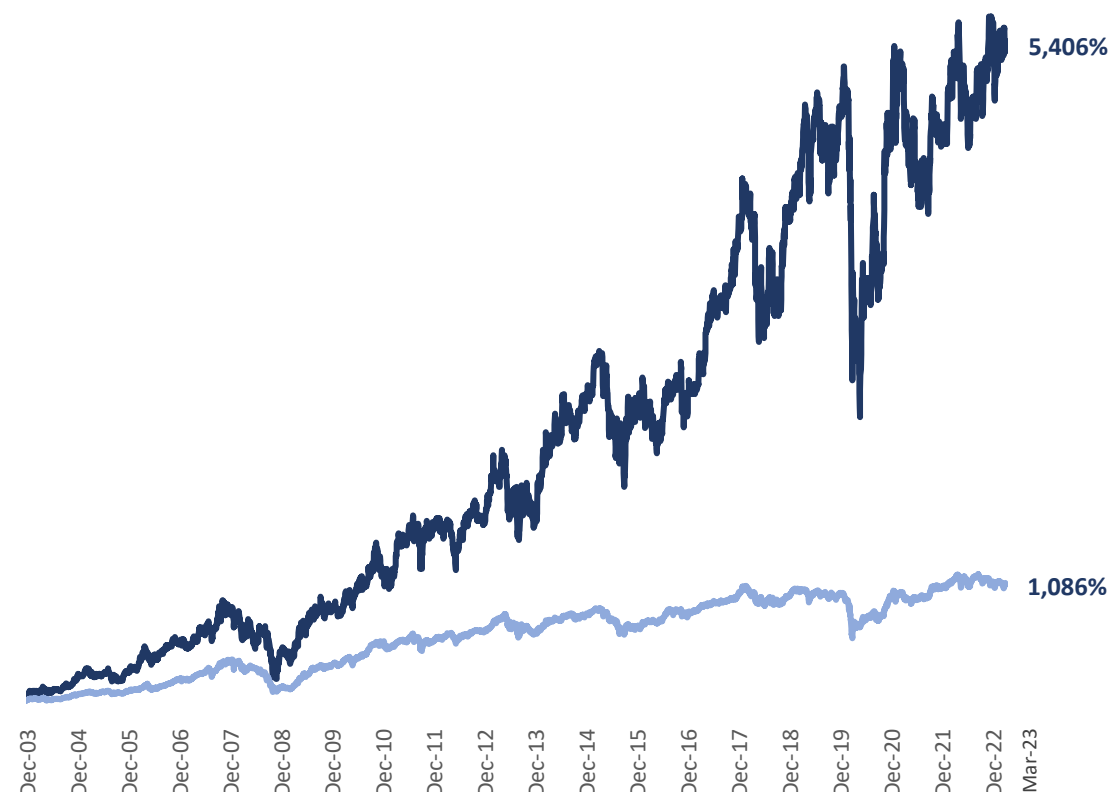
Source : KSEI

## BBRI Share Performance vs JCI since IPO

BBRI JCI

Since IPO

BBRI +54.1x  
JCI +10.9x





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1

### Quality of Growth

Productive asset growth while maintaining quality by focusing on high yield asset expansion and accelerating new growth drivers

2

### CASA Sustainability

Increasing CASA market share by building ecosystem through territorial control & referrals and relying on transaction tools & Cash In/ Cash Out capability

3

### BRI Group Synergy

Cohesive synergies among entities as an anchor of solid sustainable growth; Cross selling between segments and products, creating solutions for customers across the value chain

4

### ESG Principles Implementation

Committed to implement business management principles that adhere to the values of ESG in order to have a positive impact on the community (deliver value beyond profit)

5

### Excellence Enablers

Strengthen employee capabilities, system reliability, services and networks, as well as data analytics to provide superior quality banking services



# OVERVIEW



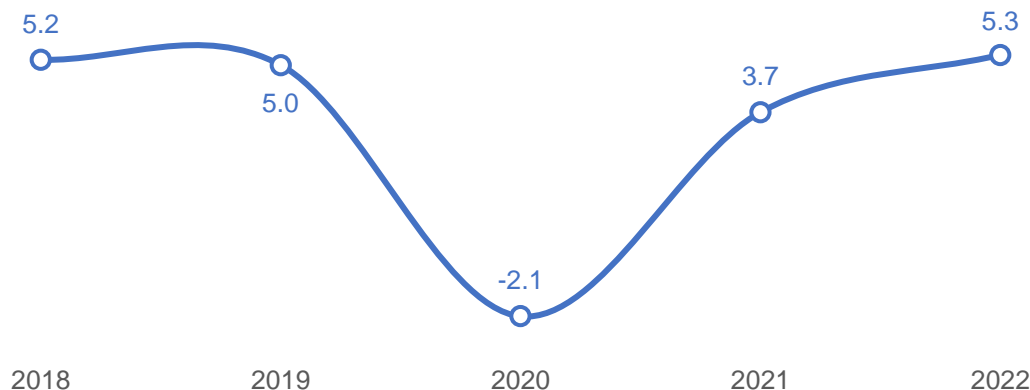


# MACRO ECONOMIC METRICS REMAIN SOLID

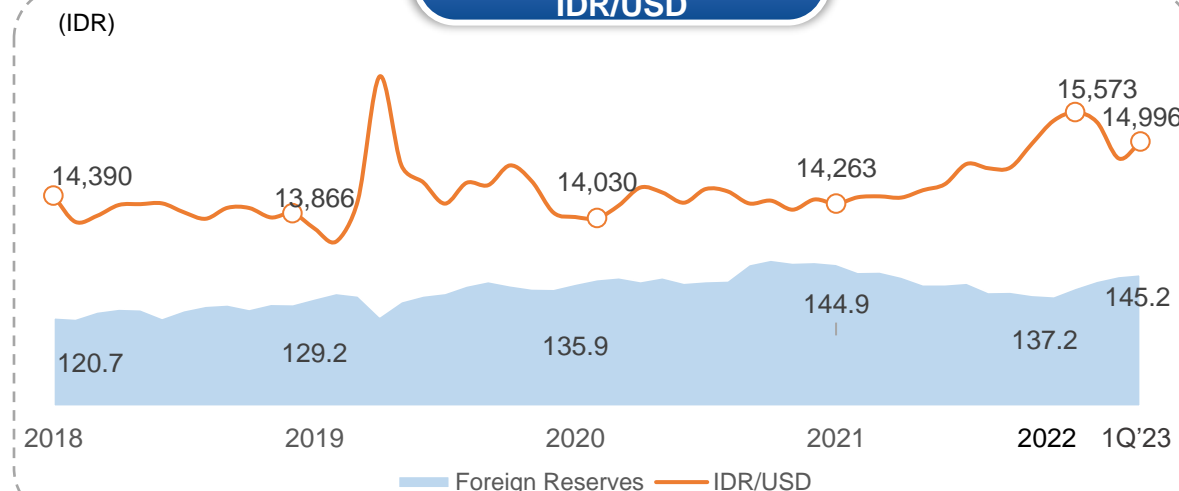
## Improving Inflation and Strong Currency Support GDP Growth



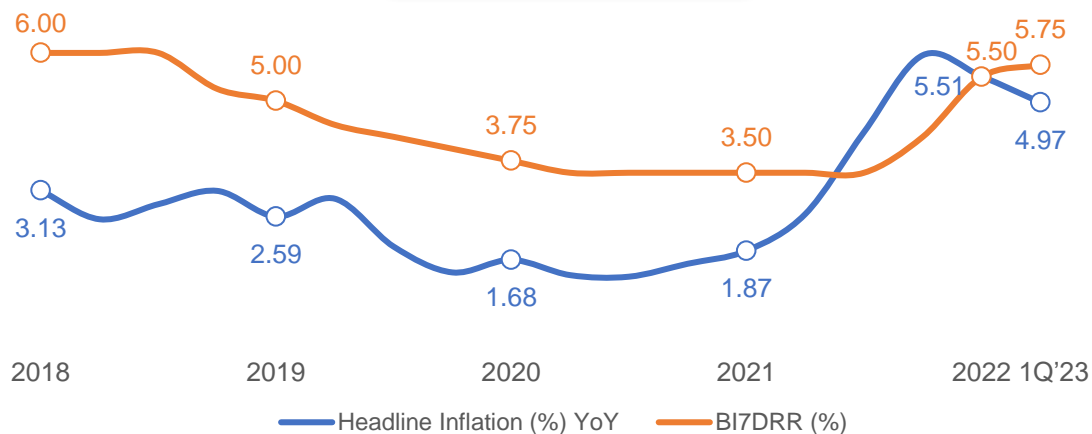
### GDP Growth (% YoY)



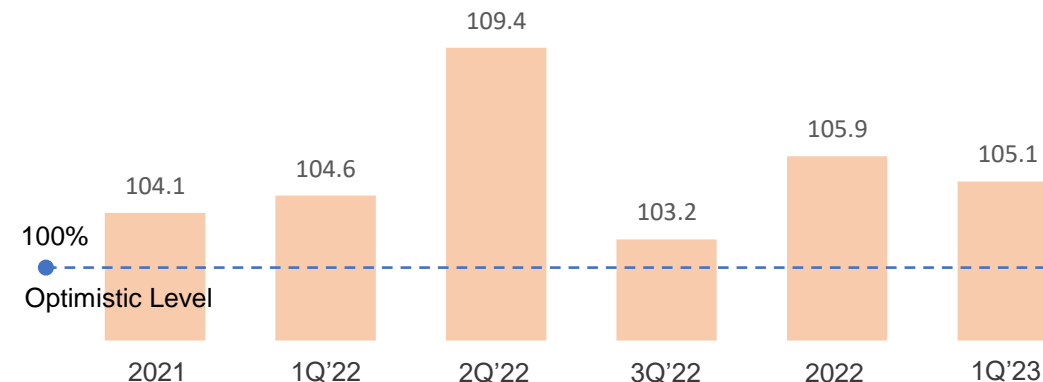
### Foreign Reserves & IDR/USD



### INFLATION & BI7DRR



### MSME Business Index





## KEY FINANCIAL HIGHLIGHTS

Strong Profitability and Elevated Capital, Opportunity for ROE Expansion



Description	Consolidated		
	1Q'22	1Q'23	g YoY
Total Loan & Financing (IDR Bn)	1,075,927	1,180,121	9.7%
Micro/ Total Loans	47.1%	47.7%	0.6%
NIM	7.72%	7.82%	0.10%
Total CAR	24.61%	24.98%	0.37%
CASA %	63.63%	64.53%	0.89%
Cost to Income Ratio (CIR)	42.23%	41.83%	-0.40%
NPL (Gross)	3.09%	2.86%	-0.24%
ROA After Tax	2.94%	3.38%	0.44%
ROE B/S	17.22%	21.18%	3.96%
Leverage	6.0	6.4	0.4
Net Profit (IDR Bn)	12,220	15,564	27.4%
PATMI (IDR Bn)	12,167	15,502	27.4%



# 1Q'23 STRENGTHS AND CHALLENGES



## Key Strengths

### ❑ Rebalancing Micro Commercial Loan Growth

- Strong growth in Kupedes product in 1Q23 as post pandemic growth focuses on the commercial micro product.
- Ultra Micro (PNM & Pegadaian) portfolio will become new engine of high yield loan growth

### ❑ Improving Cost of Credit

- Release of some conservatively provisioned items and visibility into improving asset quality in the coming quarters driving improved Cost of Credit.

### ❑ Improved Efficiency through Digitalization

- The utilization of BRISPOT has continue to increase the productivity of loan officers as we now have 16.8 billion loans and 528 borrowers per officer
- SenyuM Mobile and data analytics help optimized cross-selling synergy from BRI, PNM, and Pegadaian as CIR at subsidiaries declined by 238 bps to 41.8% YoY.
- Increasing utilization of BRIMO which now has 25.7 million accounts.

## Key Challenges

### ❑ Increasing Cost of Funds

- Global rate increases combined with our dividend payment period and preparation for the holiday season in Indonesia is driving higher CoF in March & April 2023, visibility to improving CoF through remainder of 2023.

### ❑ Capital Remains Above Optimum Level

- Current capital levels remain elevated but have improved QoQ and YoY. In the near term, leverage will increase as assets grow faster than equity, supporting ROE expansion.





	<b>FY'22 Actual</b>	<b>FY'23 Guidance</b>	<b>1Q'23 Actual</b>
<b>Loan Growth (YoY)</b>	<b>9.2%</b>	<b>10% - 12%</b>	<b>9,7%</b>
<b>Net Interest Margin</b>	<b>7.85%</b>	<b>7.7% - 7.9%</b>	<b>7,82%</b>
<b>Cost of Credit</b>	<b>2.55%</b>	<b>2.2% - 2.4%</b>	<b>2,39%</b>
<b>NPL</b>	<b>2.67%</b>	<b>2.6% - 2.8%</b>	<b>2.86%</b>
<b>CIR (Bank Only)</b>	<b>41.95%</b>	<b>40% - 41.5%</b>	<b>37,37%</b>

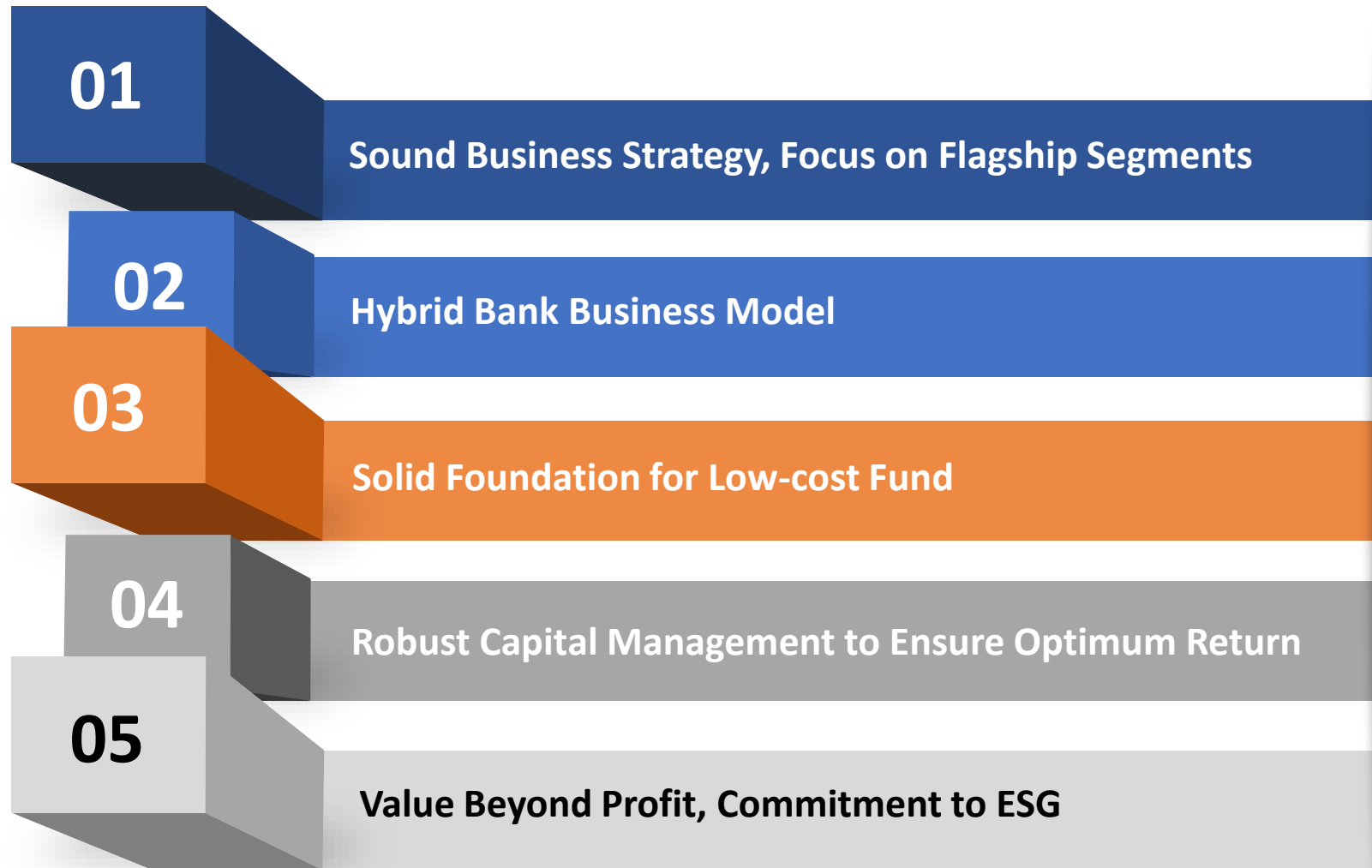


**1Q23 Strong bottom-line earnings growth driven by efficiency gains, cost of credit improvements, and utilization of capital will translate to higher ROE through 2023**

- Continuously Improving Cost Controls as our adjusted Cost to Income ratio improved by 40 bps YoY to 41.83% from 42.23% driven by optimization of our branch network and maximizing employee productivity
- Cost of Credit improved by 38bps YoY to 2.39% from 2.78% as we are seeing LAR decrease by over 5.26% to 16.38% from 21.65%.
- Re-leveraging of the balance sheet as assets to equity increased to 6.4x from 6.0x YoY, with the goal to move closer to Indonesian peer levels over the medium term, supporting ROE expansion.

# INVESTMENT PROPOSITION









# FOCUSED GROWTH ON THE ULTRA MICRO & MICRO SEGMENTS

Well-positioned To Serve The Growing Financing Needs of the Segment



## National Posture of Indonesian Enterprises and Individuals

### 1 Corporation

- c. 5.5k business

### Medium

- 60k businesses with assets of >IDR 500mn – IDR10 bn and sales of >IDR2.5bn – IDR50bn

### Small

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

### 4 Micro & Ultra Micro

- Total c. 62mn businesses, incld. ~57mn businesses eligible for Ultra Micro loans
- Access to group loans or KUR only

Corporate/  
Individual

Medium Premium

Small Middle Class

**Mass**

Micro and Ultra Micro

### 1 High Net Worth Individual

- 129k people with assets of >IDR500 Bn

### 2 Premium

- c. 1.1 Mn people with assets of >IDR500 Mn

### Middle Class

- c. 90mn people with assets of IDR50mn – IDR500mn

### 4 Micro

- c. ~165mn people with ample knowledge of basic saving product, but low for investment and insurance
- Start using digital banking technology

### Ultra Micro

- Mostly reliant on informal funding



### BRI Micro & Ultra Micro Comprehensive Business

#### Large Customer Base

**+36.0 Mn** Borrowers  
(+14.3 Mn BRI, +14.6 Mn PNM, +7,1 Mn Pegadaian borrowers)

#### Extensive Banking Channels

- **6,466** BRI Micro Outlets
- **4,086** Pegadaian Outlets
- **4,482** PNM Outlets
- **650,780** BRILink Agents

#### Comprehensive Product Offerings

- ❑ **Lending:** Individual, Group Lending, Pawn Lending
- ❑ **Deposits:** Saving Account, Current Account, Time Deposit
- ❑ **Insurance:** Life and Health Insurance, General insurance
- ❑ **Investment:** Gold Savings
- ❑ **Other Services**

#### Digitized Business Process

- **BRISPOT Micro, Pegadaian Selena, PNM Digi** (Digital Loan Underwriting System)
- **Senyum Mobile** (cross referral system)
- **BRILink Mobile** (Mobile App for Brilink Agents)



# HYBRID BANK BUSINESS MODEL

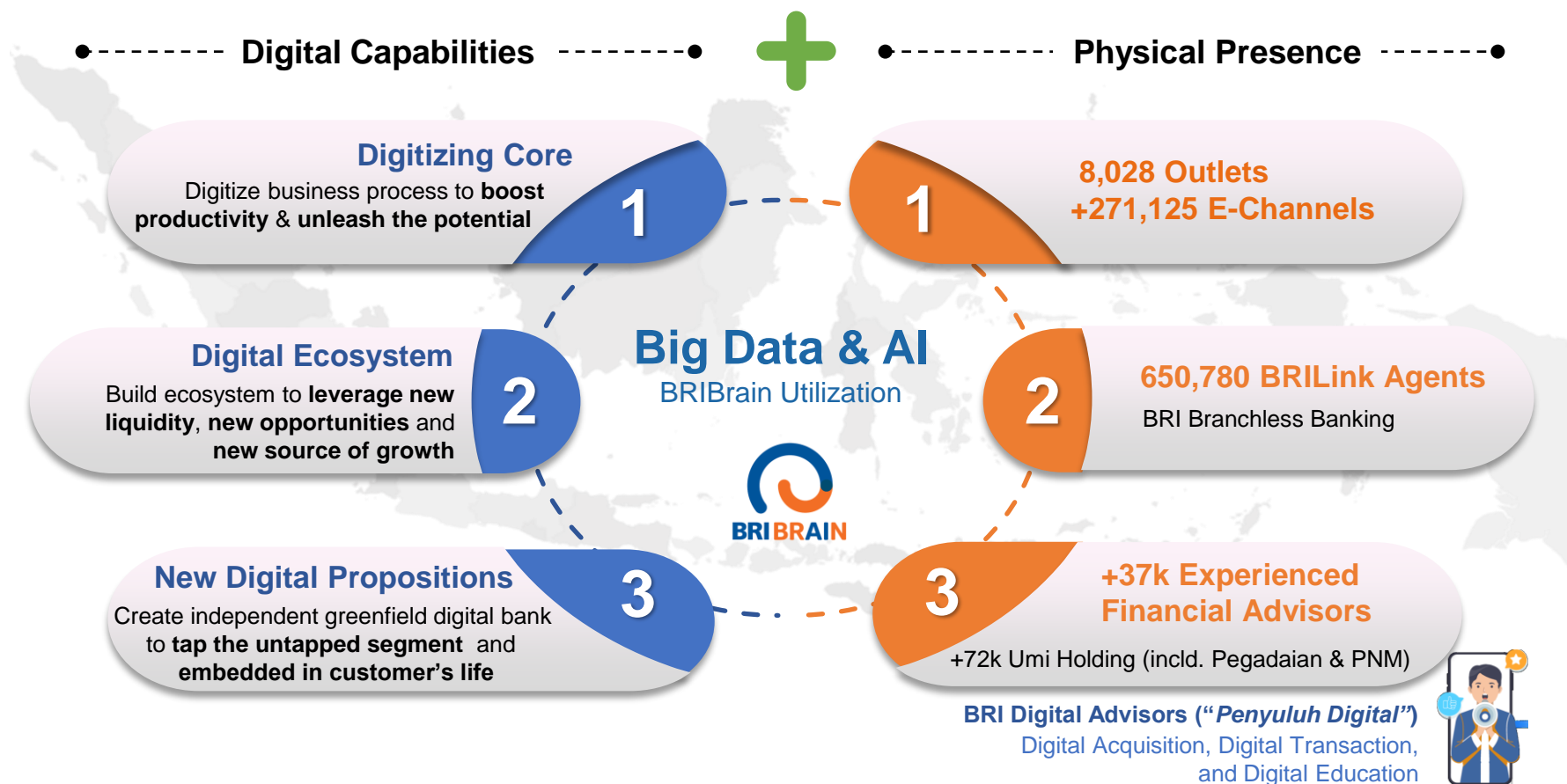
Combining Physical Presence and Digital Capabilities (Phygital) to Match Customer Journey



## Key Characteristics of Ultra Micro & Micro Customers

- 1 **Familiar with digital platforms**, although smartphone penetration remains low
- 2 **Limited knowledge** of financial products beyond savings account
- 3 **Cash** still being the **dominant chosen method of transactions**
- 4 Need a financial institution that is **"locally embedded"** and is able to **"gain their trust"**
- 5 Majority **without stable income**
- 6 **Prefers banking via an agent** rather than digital banking model
- 7 Open to beyond banking offerings **to help grow the business**

## HYBRID BANK



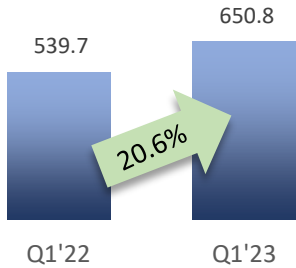


# BRILINK AGENT

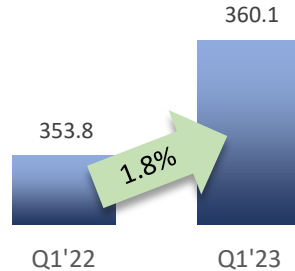
Redefining Agent's Roles to Tap The Untapped



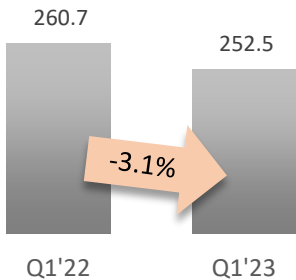
## # Agents (Thousand)



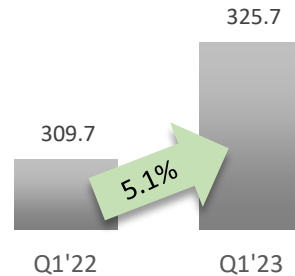
## FBI (IDR Billion)



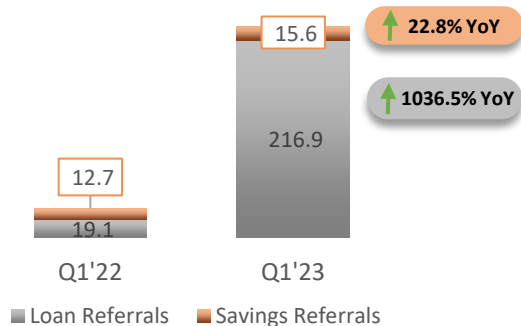
## # of Transaction (Million)



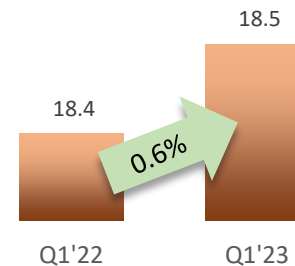
## Transaction Value (IDR Trillion)



## Loan & Saving Referrals (Thousand)



## CASA (IDR Trillion)

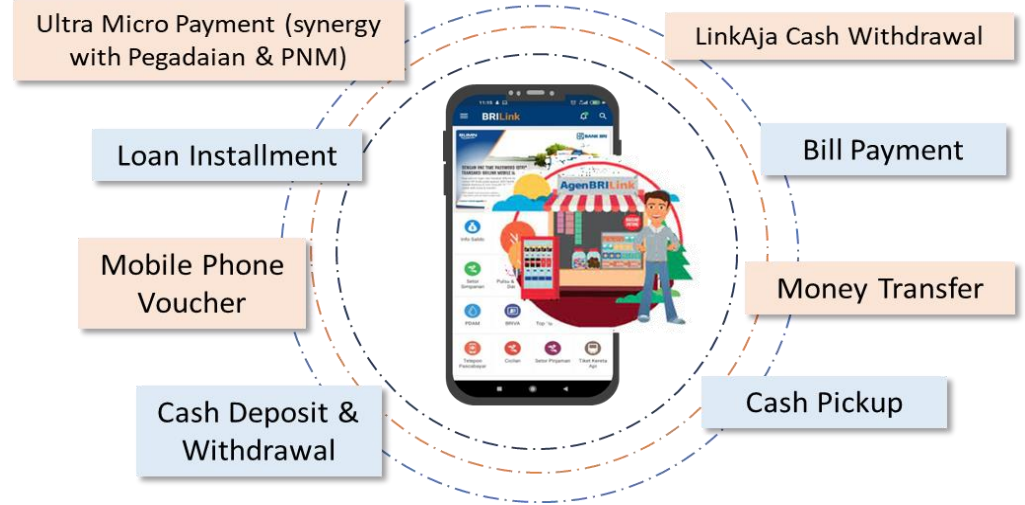


59,205 villages covered by BRILink Agents (79.3% out of total villages)

## SERVICES

## STRATEGY

## SERVICES PROVIDED



## STRATEGY









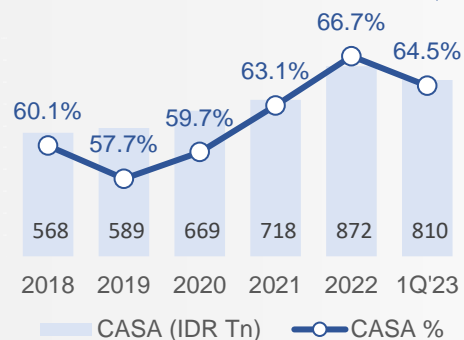
# SOLID FOUNDATION FOR LOW-COST FUND

CASA Focused Strategies to Optimize Market Potential and BRI's Large Customer Base



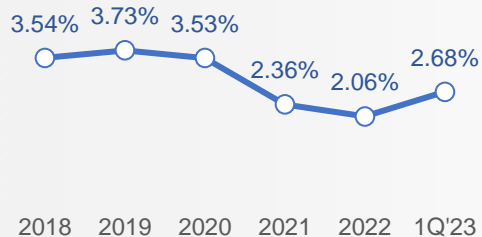
## BRI CASA Performance

### CASA Growth (IDR Trillion)



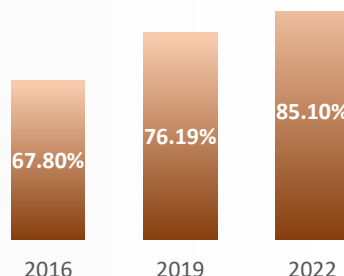
CASA growth of 8.7% (CAGR 2018 – 1Q'23)

### Cost of Fund



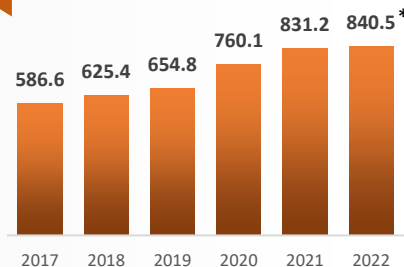
## CASA Potential

### Financial Inclusion Index

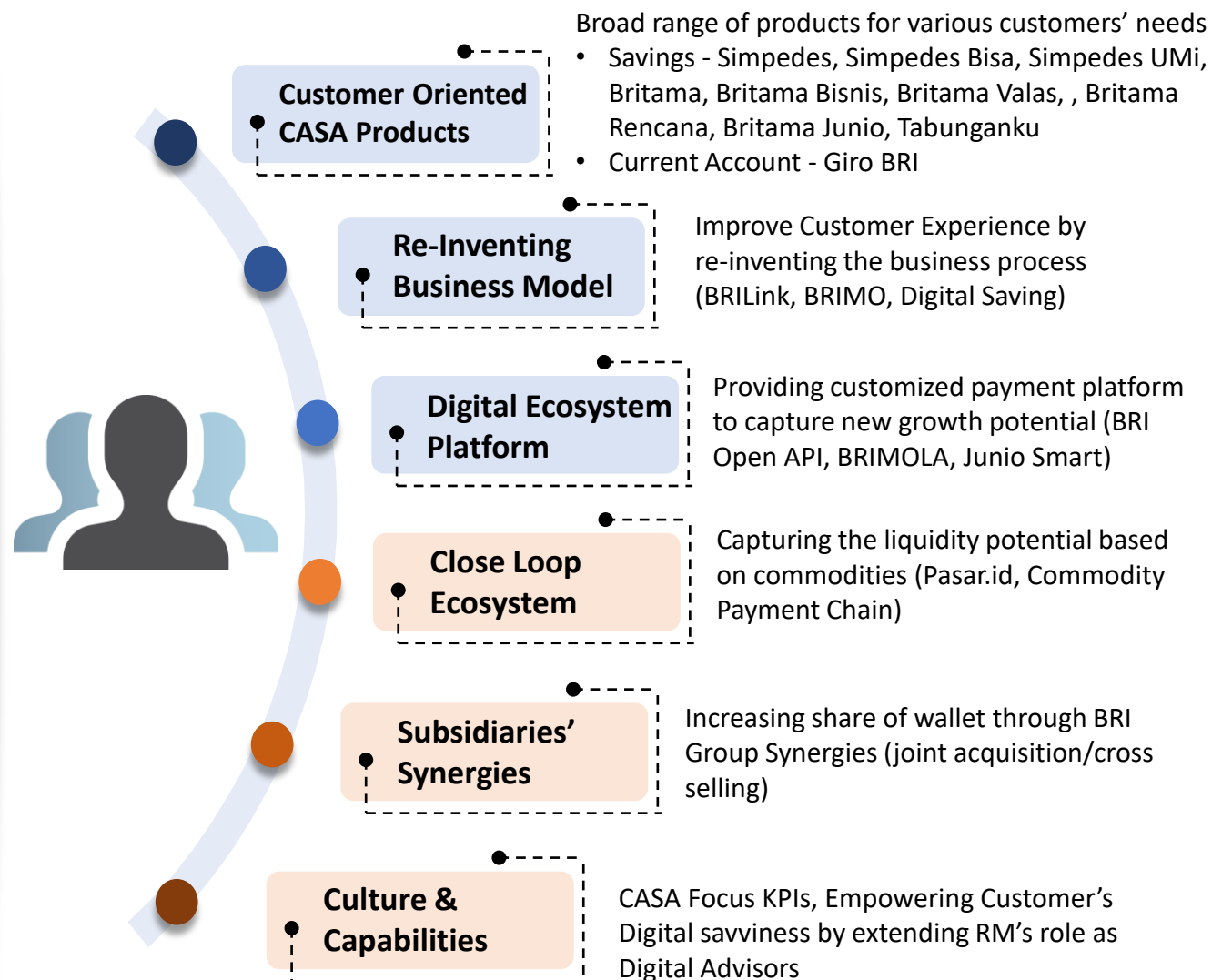


Source: National Survey of Financial Literacy & Inclusion 2019 by Financial Services Authority

### Money Outside Banks (IDR Tn)



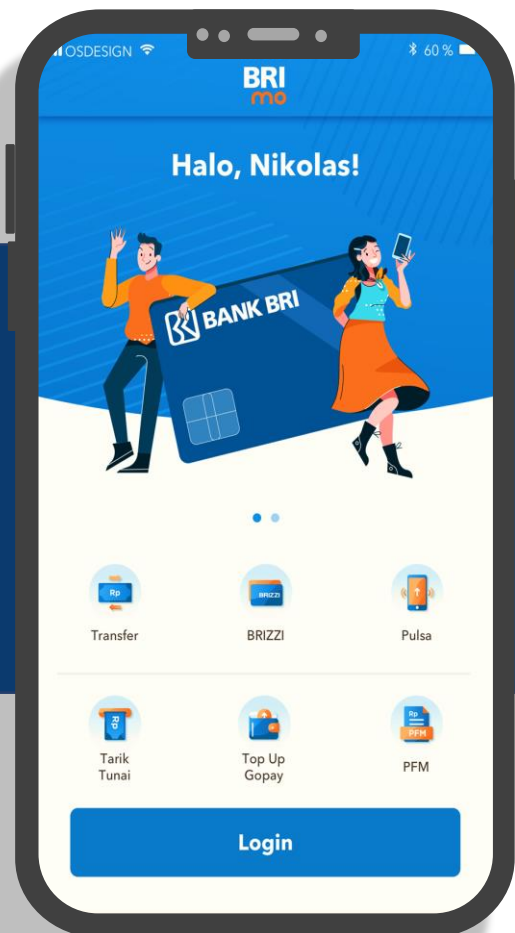
\*Source: Indonesia Financial Statistic Nov 2022;





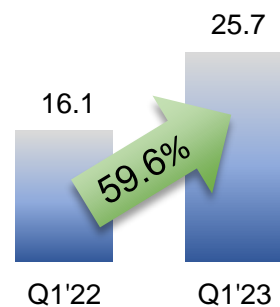
# BRIMO

Accelerating the Shift to Digital Transactions



## # Users

(in Million)



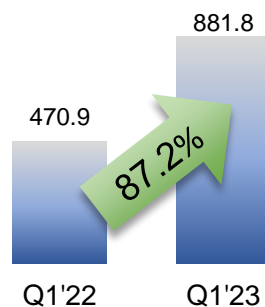
## # Financial Trx

(in Million)



## Transaction Value

(IDR Trillion)



## Feature Highlights

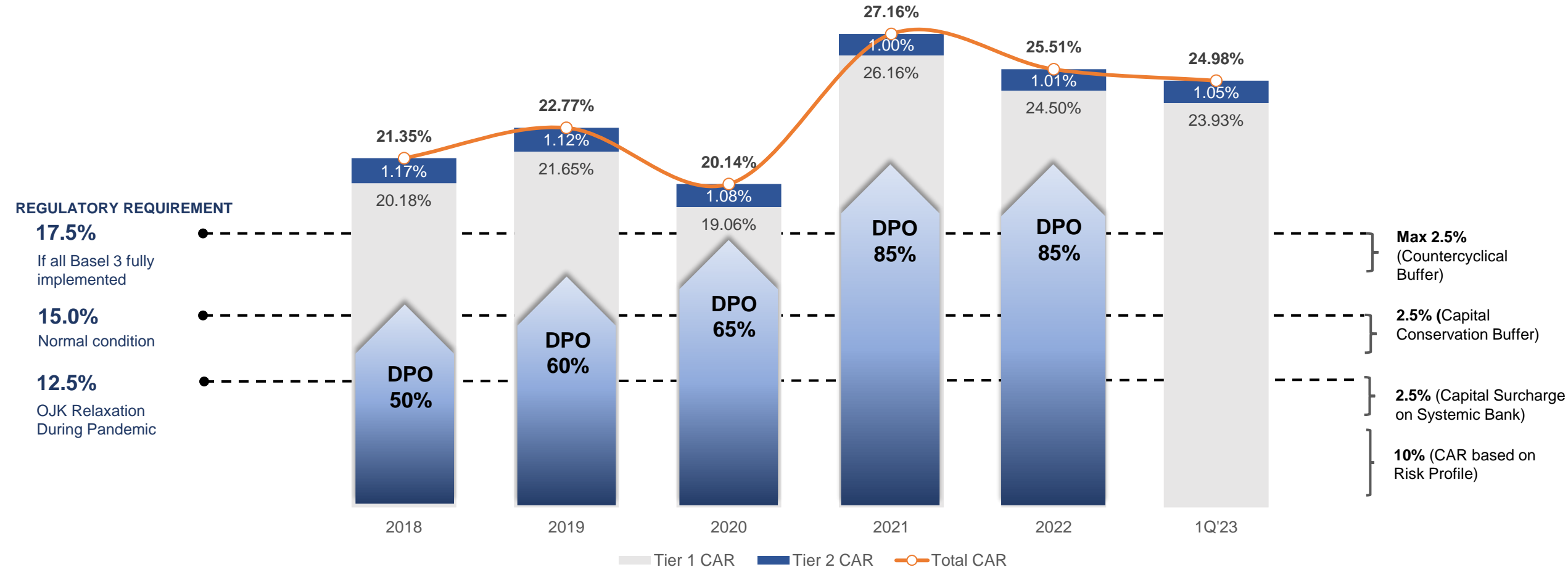
- 1 Loan Application
- 2 International Transfer
- 3 Alias Saving Account
- 4 Smart Search
- 5 Spend Categorization
- 6 Spending Tracker and Analysis
- 7 Financial Health Analysis
- 8 Currency Conversion
- 9 In-App Live Support





# ROBUST CAPITAL MANAGEMENT TO ENSURE OPTIMUM RETURN

Optimizing Capital for Sustainable Business Growth and Shareholders' Return



- As of Jan'23, as part of the implementation of Basel 3, the change on RWA of Operational & Credit Risk adds 211bps to BRI total CAR
- Based on FY'22 performance with Dividend Payout Ratio of 85%, BRI distributes Full Year 2022 dividend of **Rp288.22 per share** (included interim dividend of Rp57 per share) with the payment date on 12 April 2023

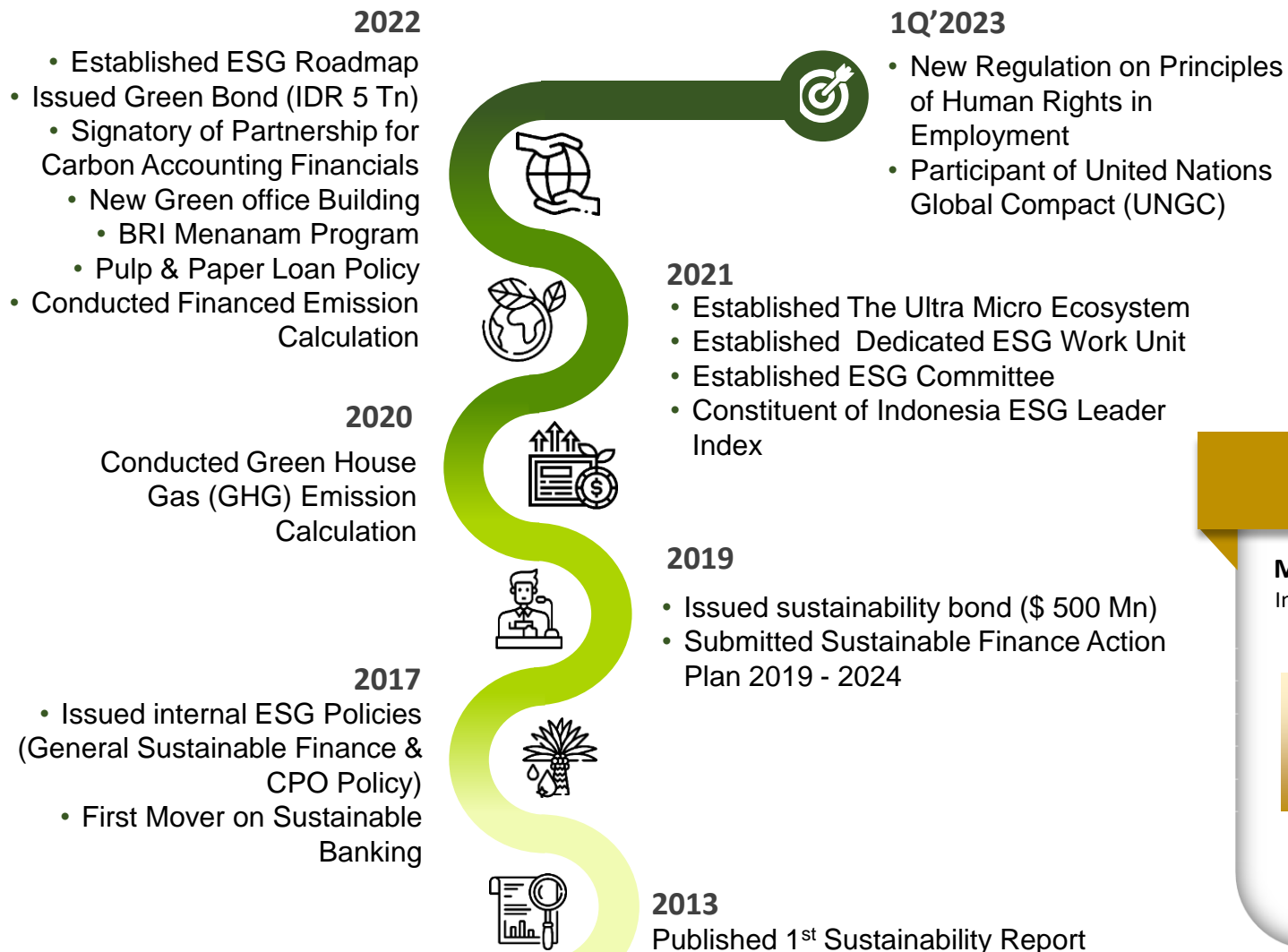


# VALUE BEYOND PROFIT, COMMITMENT TO ESG

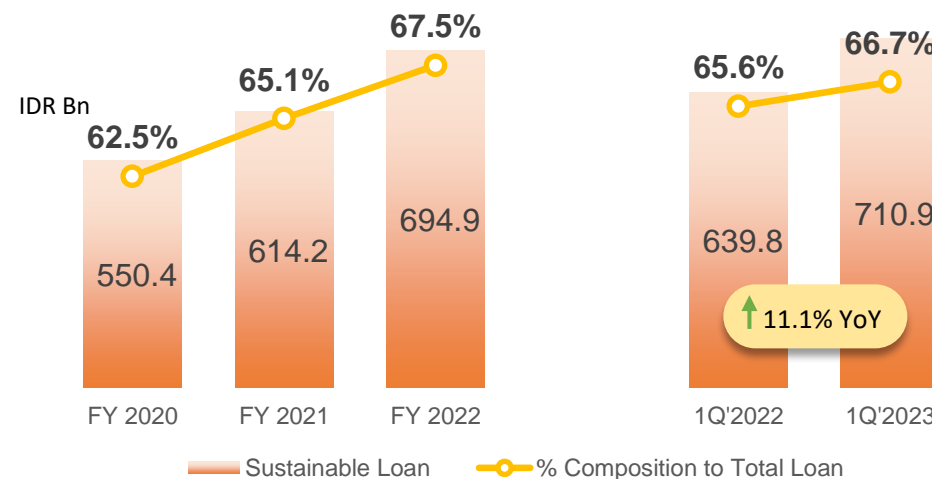
At The Forefront of ESG Implementation



## BRI Sustainability Journey



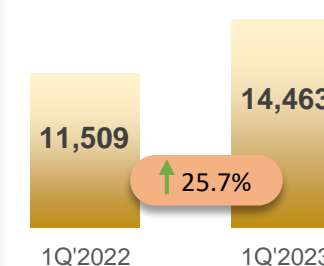
## BRI Sustainable Loan Portfolio



## Empowering Women Through Ultra Micro Ecosystem

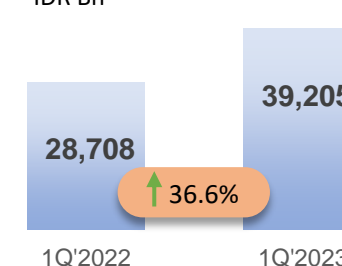
### Mekaar Female Borrowers

In Mn



### Mekaar Loan Outstanding

IDR Bn



**+40,600**  
Female Mekaar  
Account Officer

Through PNM Mekaar, BRI strengthens its contribution to empowering underprivileged woman



A stylized blue ink splash or starburst graphic that serves as a background for the text.

# 1Q'23 **FINANCIAL PERFORMANCE**



# BALANCE SHEET



(IDR Billion)

Items	2020	2021	2022
Cash and Cash Equivalent	83,806	82,727	178,343
<b>Total Earning Assets:</b>	<b>1,511,922</b>	<b>1,588,914</b>	<b>1,665,968</b>
- Placement with BI & Other Banks	80,118	73,048	91,890
- Receivables (Acceptance & Others)	35,967	39,949	47,146
- Loans & Financing	1,020,193	1,042,867	1,139,077
- Gov't Bonds, Securities, & Reverse Repo	374,124	426,964	381,339
- Other Earning Assets	1,520	6,086	6,515
<b>Earning Asset Provision:</b>	<b>(72,747)</b>	<b>(89,821)</b>	<b>(94,975)</b>
- Loans and Financing Provisions	(70,395)	(87,829)	(93,088)
- Other Provisions	(2,353)	(1,991)	(1,887)
Fixed & Non Earning Assets	87,085	96,278	116,303
<b>Total Assets</b>	<b>1,610,065</b>	<b>1,678,098</b>	<b>1,865,639</b>
<b>Third Party Funds :</b>	<b>1,120,922</b>	<b>1,138,743</b>	<b>1,307,884</b>
- CASA	668,796	718,267	872,404
Current Account	192,730	220,590	349,756
Savings Account	476,066	497,677	522,648
- Time Deposits	452,126	420,476	435,481
Other Interest Bearing Liabilities	195,651	167,005	162,817
Non-Interest Bearing Liabilities	64,025	80,563	91,543
<b>Total Liabilities</b>	<b>1,380,598</b>	<b>1,386,311</b>	<b>1,562,244</b>
Tier 1 Capital	187,205	266,166	273,812
<b>Total Equity</b>	<b>229,467</b>	<b>291,787</b>	<b>303,395</b>
<b>Total Liabilities &amp; Equity</b>	<b>1,610,065</b>	<b>1,678,098</b>	<b>1,865,639</b>

1Q'22	1Q'23	QoQ	YoY
70,085	116,153	-34.9%	65.7%
<b>1,561,809</b>	<b>1,685,810</b>	1.2%	7.9%
74,542	80,386	-12.5%	7.8%
45,416	50,512	7.1%	11.2%
1,075,927	1,180,121	3.6%	9.7%
359,615	368,153	-3.5%	2.4%
6,310	6,639	1.9%	5.2%
<b>(93,962)</b>	<b>(97,220)</b>	2.4%	3.5%
(91,832)	(95,187)	2.3%	3.7%
(2,130)	(2,033)	7.7%	-4.5%
112,346	118,230	1.7%	5.2%
<b>1,650,279</b>	<b>1,822,973</b>	<b>-2.3%</b>	<b>10.5%</b>
<b>1,126,495</b>	<b>1,255,453</b>	-4.0%	11.4%
716,808	810,091	-7.1%	13.0%
227,551	309,890	-11.4%	36.2%
489,258	500,201	-4.3%	2.2%
409,687	445,362	2.3%	8.7%
141,070	161,946	-0.5%	14.8%
106,727	121,124	32.3%	13.5%
<b>1,374,293</b>	<b>1,538,523</b>	<b>-1.5%</b>	<b>12.0%</b>
248,252	254,832	-6.9%	2.7%
<b>275,986</b>	<b>284,451</b>	<b>-6.2%</b>	<b>3.1%</b>
<b>1,650,279</b>	<b>1,822,973</b>	<b>-2.3%</b>	<b>10.5%</b>

\*Financial figures for 2021 is restated to include Pegadaian and PNM in accordance with PSAK 38

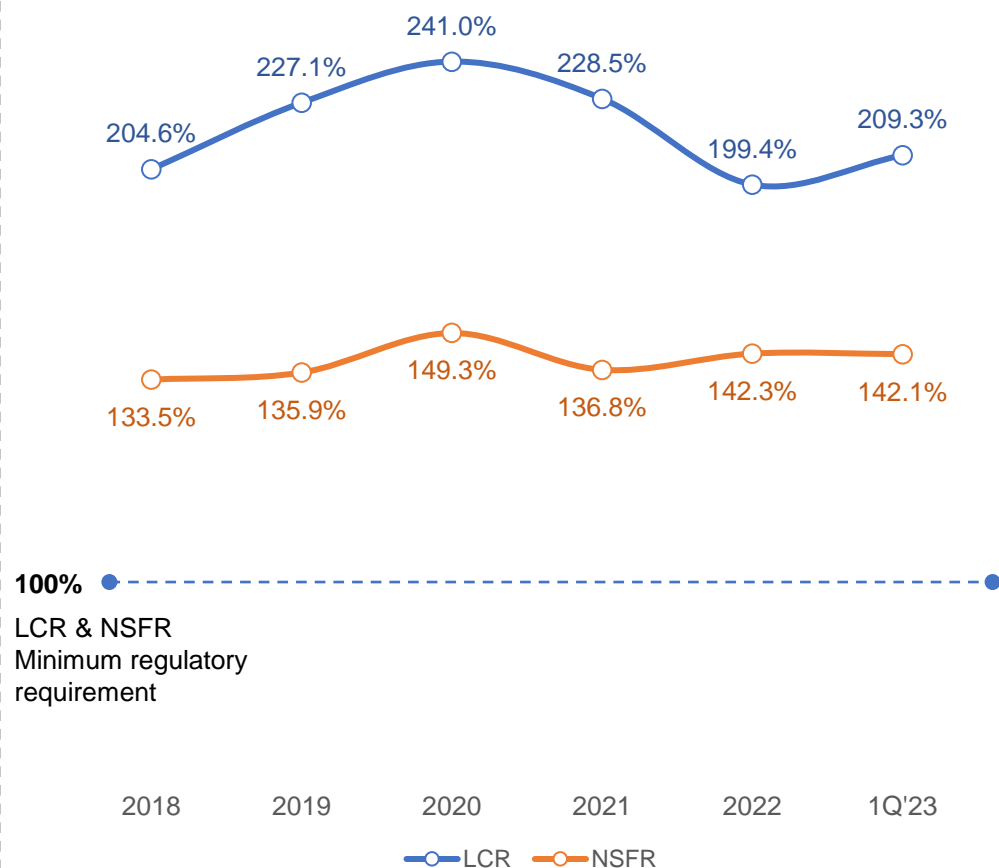


# MORE INSULATED FROM RECENT GLOBAL EVENTS

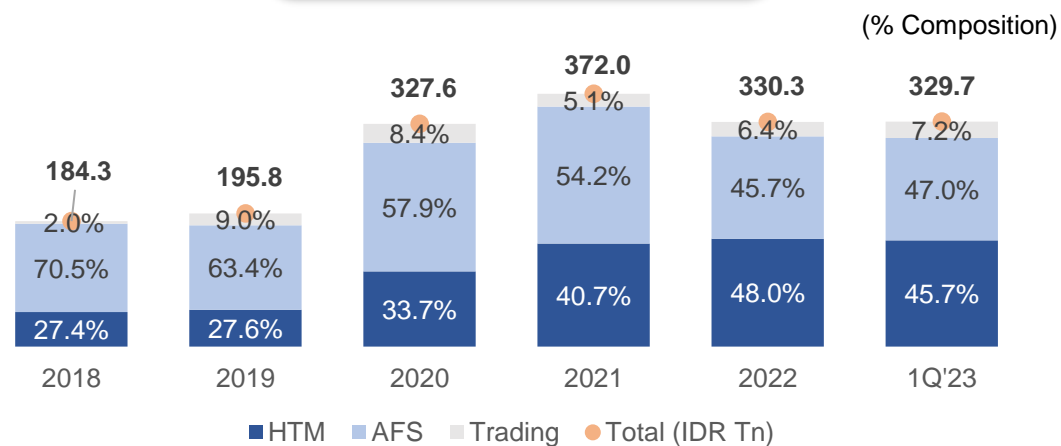
Liquidity & Capital Management Remains Conservative



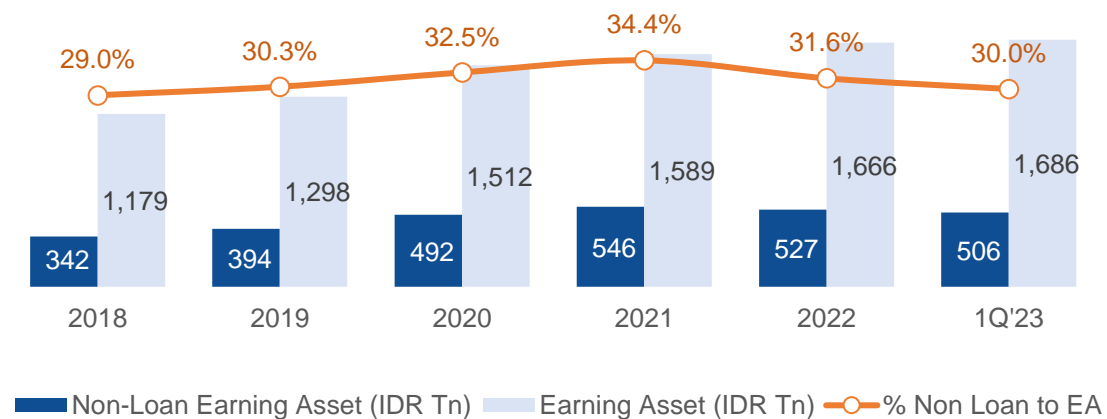
## LCR & NSFR



## Bond Classification



## Non-Loan EA/ Total EA





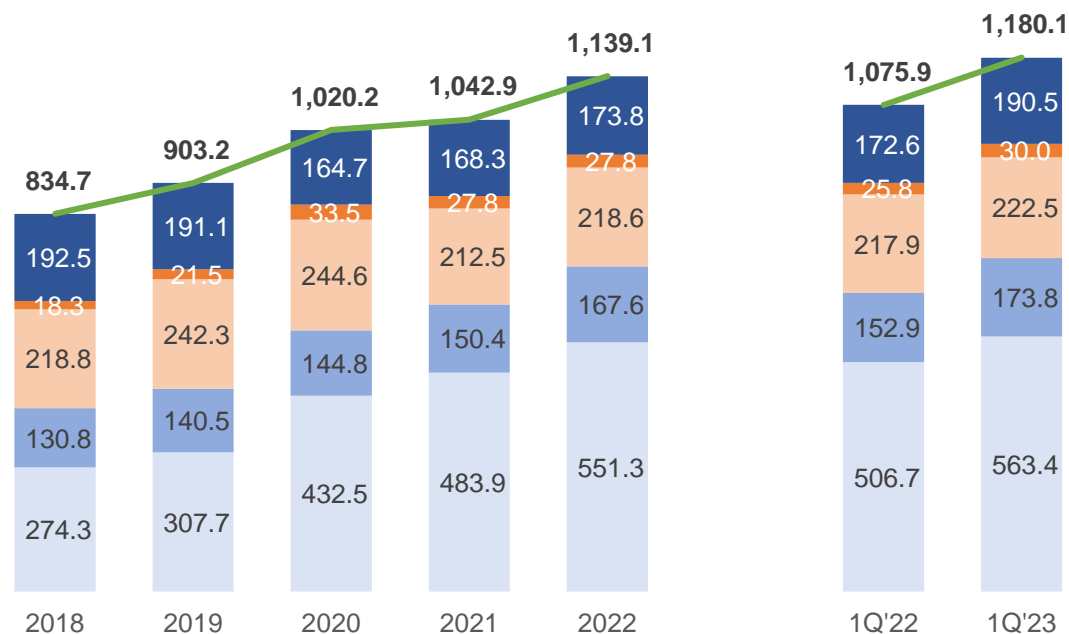
# LOANS & FINANCING PORTFOLIO

Micro Driven Persistent Loan Growth Capitalizing On Economic Recovery Momentum

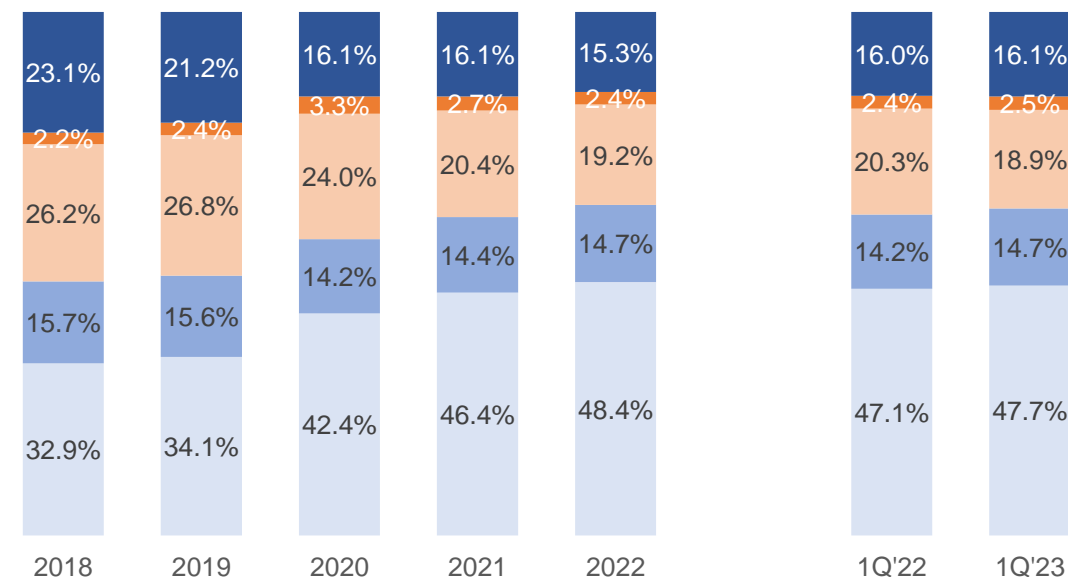


## Loan Outstanding – by business segment

(IDR Trillion)



## Composition – by business segment (%)



	Micro	Consumer	Small	Medium	Corporate	Total
<b>YoY Growth ( % )</b>	11.2	13.7	2.1	16.2	10.3	<b>9.7</b>
<b>(IDR Tn)</b>	56.6	20.9	4.6	4.2	17.8	<b>104.2</b>



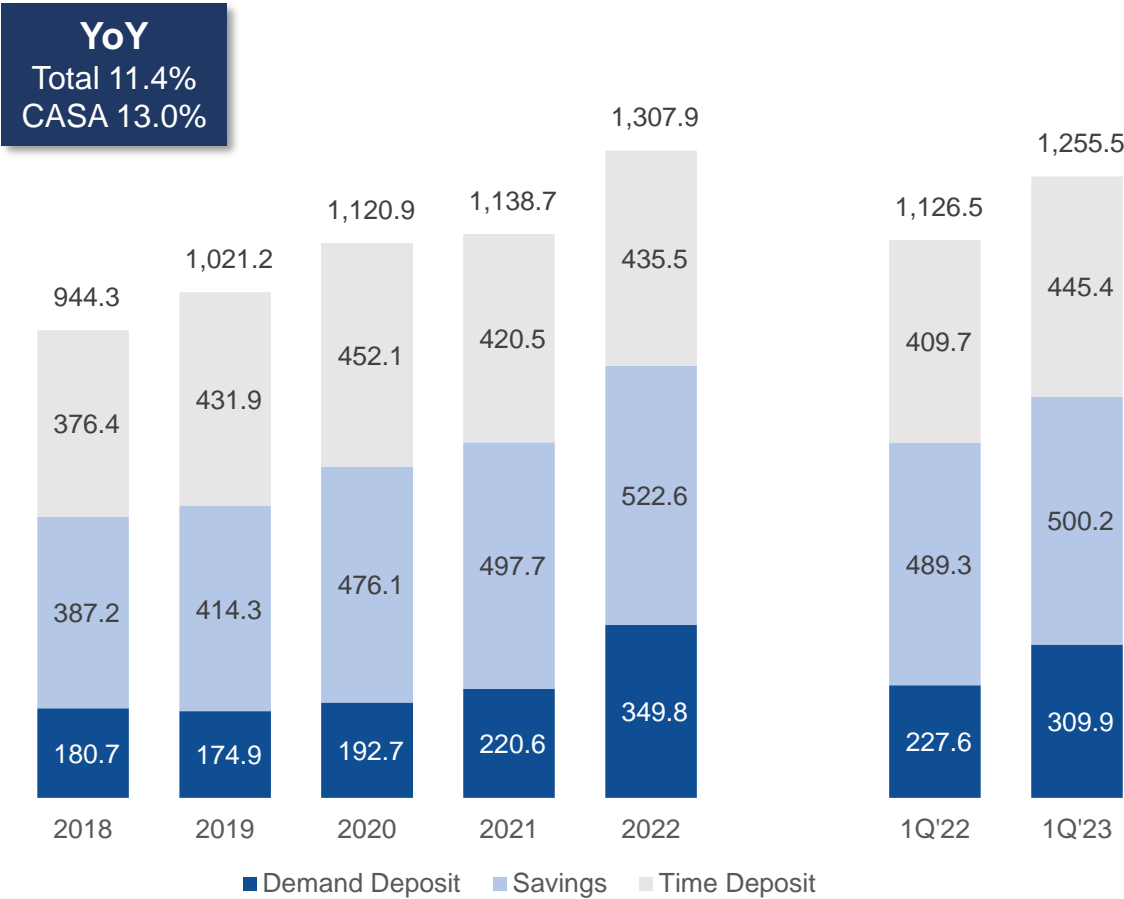
# STRONG CASA GROWTH

Supporting Deposit Growth and Higher CASA Ratio

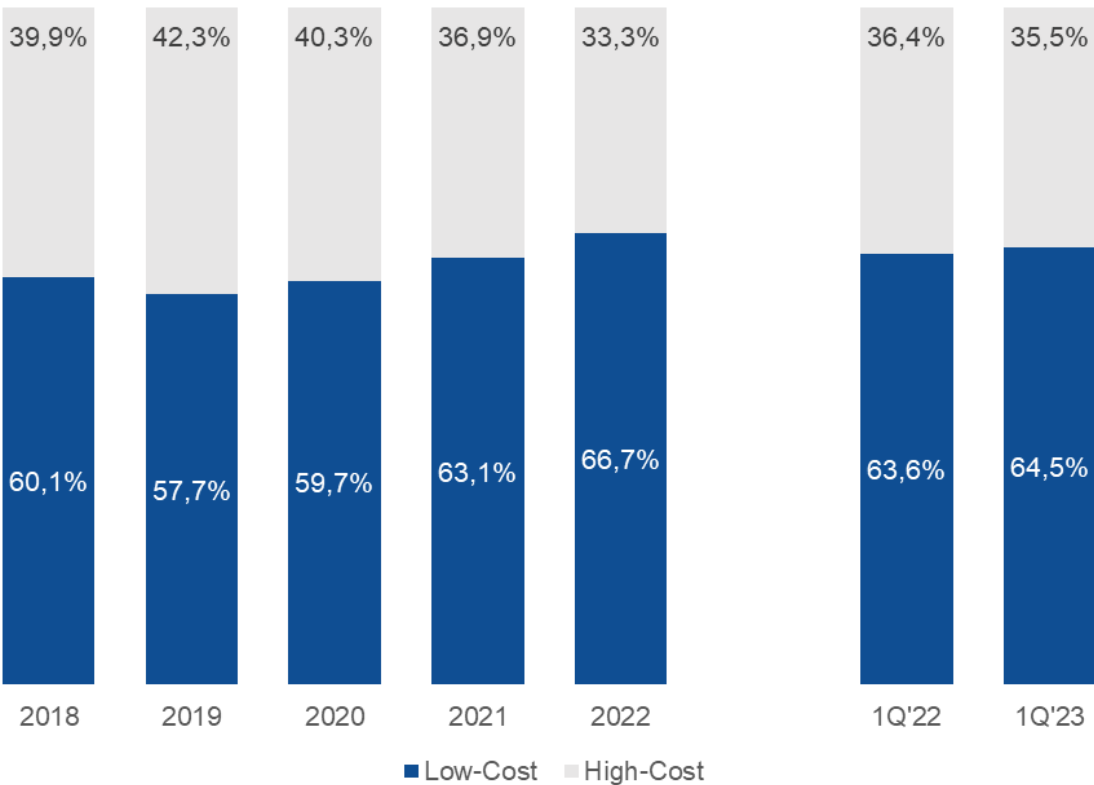


## Deposit Growth

(IDR Trillion)



## Deposit Composition





# INCOME STATEMENT



(IDR Billion)

Items	2020	2021	2022	1Q22	4Q22	1Q23	QoQ	YoY
Interest Income	135,765	143,523	151,875	36,732	36,623	42,460	15.9%	15.6%
Interest Expense	(42,180)	(29,429)	(27,278)	(6,325)	(8,534)	(9,681)	13.4%	53.1%
<b>Net Interest Income</b>	<b>93,584</b>	<b>114,094</b>	<b>124,597</b>	<b>30,407</b>	<b>28,090</b>	<b>32,779</b>	<b>16.7%</b>	<b>7.8%</b>
Net Premium Income	879	1,043	1,577	278	747	442	-40.8%	59.1%
Gold Sales Revenue - Net	289	227	277	72	68	80	16.7%	10.7%
<b>Total NII, Premium &amp; Gold Income</b>	<b>94,752</b>	<b>115,365</b>	<b>126,451</b>	<b>30,757</b>	<b>28,905</b>	<b>33,301</b>	<b>15.2%</b>	<b>8.3%</b>
<b>Other Operating Income (Non-Interest)</b>	<b>30,977</b>	<b>34,705</b>	<b>39,127</b>	<b>8,701</b>	<b>12,395</b>	<b>9,943</b>	<b>-19.8%</b>	<b>14.3%</b>
<b>Total Operating Expenses</b>	<b>(60,670)</b>	<b>(69,635)</b>	<b>(74,294)</b>	<b>(16,664)</b>	<b>(21,418)</b>	<b>(18,091)</b>	<b>-15.5%</b>	<b>8.6%</b>
Personnel Expenses	(33,105)	(38,047)	(39,390)	(9,571)	(11,640)	(10,685)	-8.2%	11.6%
G&A Expenses	(21,005)	(23,269)	(25,959)	(5,327)	(8,052)	(6,570)	-18.4%	23.3%
Others Expenses	(6,560)	(8,319)	(8,945)	(1,766)	(1,725)	(836)	-51.6%	-52.7%
<b>Pre Provision Operating Profit</b>	<b>65,059</b>	<b>80,435</b>	<b>91,285</b>	<b>22,794</b>	<b>19,883</b>	<b>25,153</b>	<b>26.5%</b>	<b>10.3%</b>
Provision Expenses	(35,280)	(39,291)	(26,979)	(7,474)	(4,415)	(5,599)	26.8%	-25.1%
<b>Profit From Operations</b>	<b>29,779</b>	<b>41,144</b>	<b>64,306</b>	<b>15,320</b>	<b>15,468</b>	<b>19,554</b>	<b>26.4%</b>	<b>27.6%</b>
Non Operating Income	215	(152)	291	40	(110)	42	-138.2%	5.0%
Net Income Before Tax	29,993	40,992	64,597	15,360	15,358	19,596	27.6%	27.6%
Net Profit	18,660	30,756	51,408	12,220	12,097	15,564	28.7%	27.4%
<b>Profit After Tax &amp; Minority Interest (PATMI)</b>	<b>18,655</b>	<b>31,067</b>	<b>51,170</b>	<b>12,167</b>	<b>12,014</b>	<b>15,502</b>	<b>29.0%</b>	<b>27.4%</b>

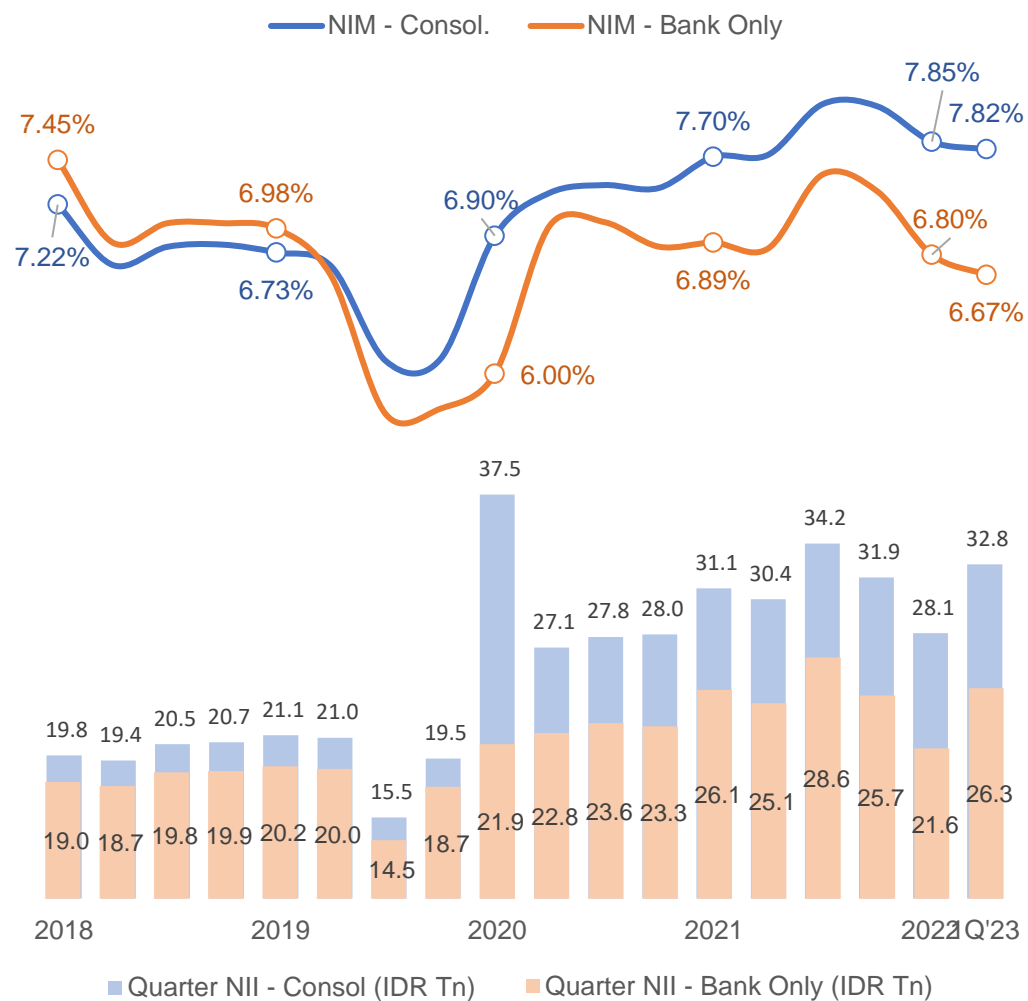




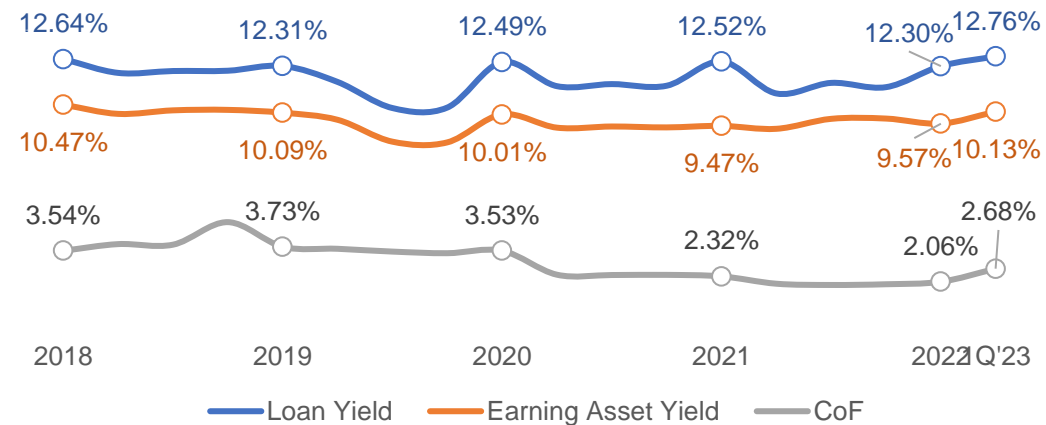
# IMPROVING NIM WHILE MAINTAINING AMPLE LIQUIDITY



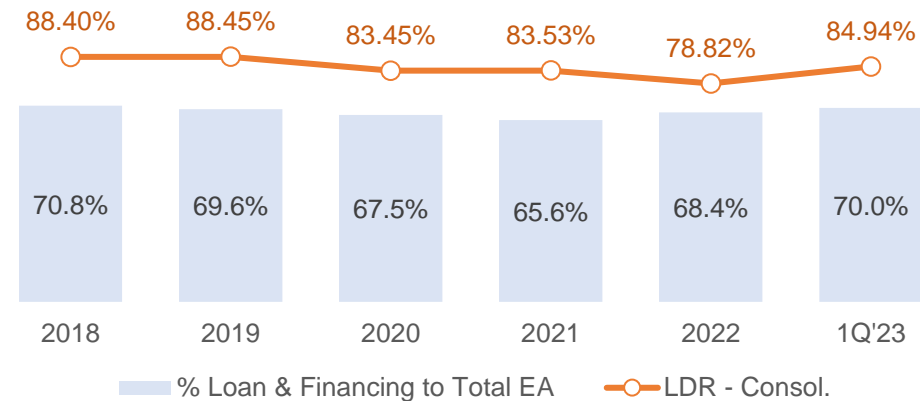
## NIM – Bank Only vs Consolidated



## Lending Yield, EA Yield, and Cost of Fund



## Loan & Financing to Total EA and LDR



## Other Operating Income

(IDR Billion)

Items	2020	2021	2022	1Q22	4Q22	1Q23	QoQ	YoY
Fees and Commissions	16,181	17,062	18,795	4,557	4,925	5,080	3.1%	11.5%
Recovery of Written-Off Assets	7,252	9,006	12,468	2,363	3,772	2,962	-21.5%	25.4%
Gain on Sale of Securities - Net	2,871	3,453	1,518	456	268	384	43.2%	-15.8%
Gain on Foreign Exchange - Net	1,258	1,714	1,132	411	53	222	316.9%	-46.1%
Unrealized Gain on Changes in Fair Value of Securities	342	120	146	88	127	178	41.0%	102.1%
Others	3,072	3,351	5,069	824	3,250	1,117	-65.6%	35.4%
<b>Total Other Operating Income</b>	<b>30,977</b>	<b>34,705</b>	<b>39,127</b>	<b>8,701</b>	<b>12,395</b>	<b>9,943</b>	<b>-19.8%</b>	<b>14.3%</b>

## Operating Expenses

(IDR Billion)

Items	2020	2021	2022	1Q22	4Q22	1Q23	QoQ	YoY
Salaries and Employee Benefits	33,105	38,047	39,390	9,571	11,640	10,685	-8.2%	11.6%
General and Administrative	21,005	23,269	25,959	5,327	8,052	6,570	-18.4%	23.3%
Others	6,560	8,319	8,945	1,766	1,725	836	-51.6%	-52.7%
<b>Total Other Operating Expense</b>	<b>60,670</b>	<b>69,635</b>	<b>74,294</b>	<b>16,664</b>	<b>21,418</b>	<b>18,091</b>	<b>-15.5%</b>	<b>8.6%</b>



# FEE & OTHER OPERATING INCOME

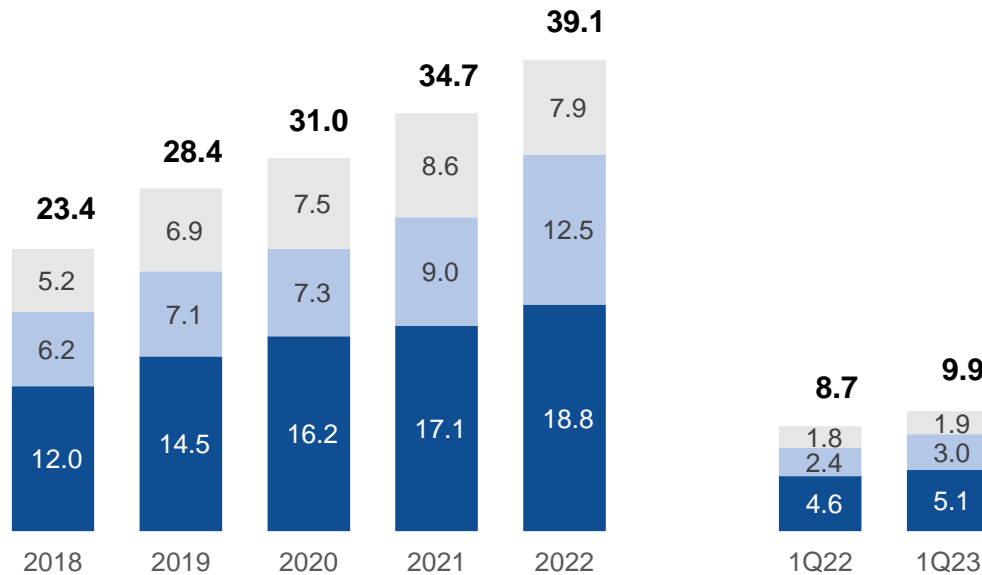
Optimizing Subsidiaries Roles Through Cross-Selling Potential



## Consolidated - Other Operating Income

(IDR Trillion)

YoY g = 14.3%



■ Fees and Commissions ■ Recovery of Written-Off Assets ■ Others  
● Other Operating Income to Total Revenue (%)

- Other Operating Income growth driven by Fee Based Income and Recovery Income

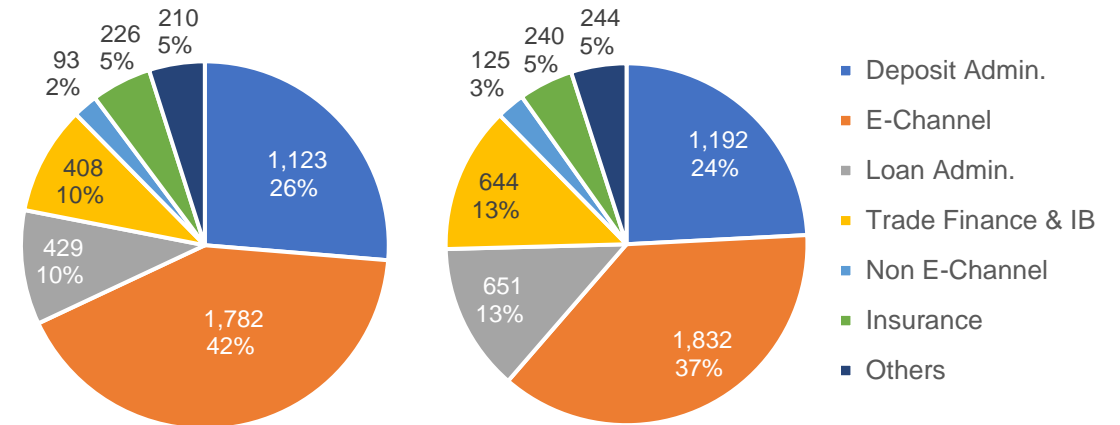
## Bank Only - Fee and Commission – Composition

(IDR Billion)

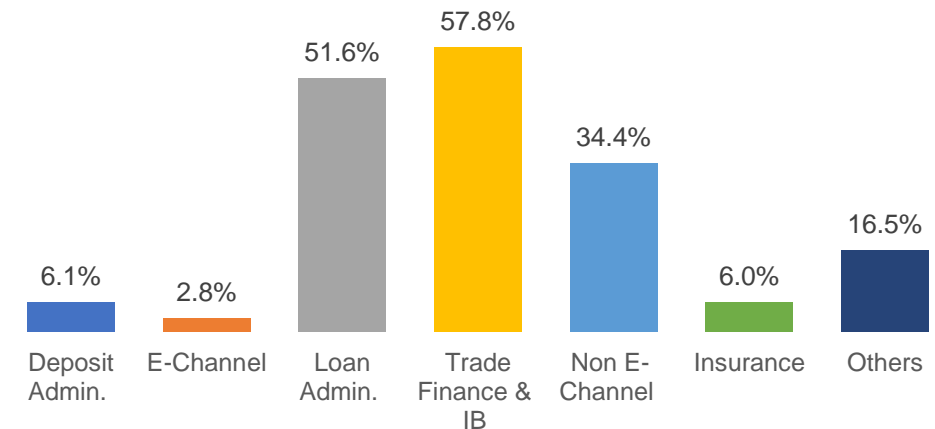
1Q'22

g YoY = 15.4%

1Q'23



## Bank Only - Fee and Commission YoY Growth





# OPERATING EXPENSE BREAKDOWN

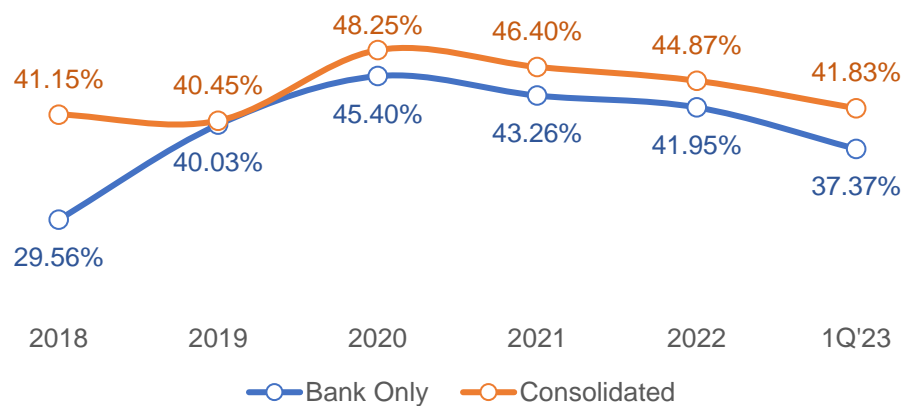


(IDR Billion)

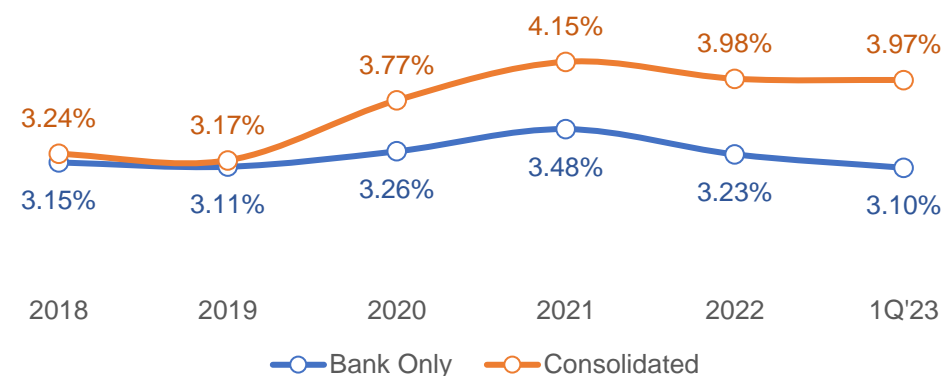
Items	2020	2021	2022
Bank Only - Personnel Expenses	24,980	29,961	29,316
Bank Only - G&A Expenses	16,107	17,693	19,039
Bank Only - Others Expenses	5,309	7,124	8,263
<b>Bank-Only Operating Expense</b>	<b>46,396</b>	<b>54,778</b>	<b>56,618</b>
Subsidiaries - Personnel Expenses	8,125	8,086	10,074
Subsidiaries - G&A Expenses	4,898	5,576	6,920
Subsidiaries - Others Expenses	1,252	1,195	681
<b>Subsidiaries Operating Expense</b>	<b>14,274</b>	<b>14,857</b>	<b>17,675</b>
Consolidated - Personnel Expenses	33,105	38,047	39,390
Consolidated - G&A Expenses	21,005	23,269	25,959
Consolidated - Others Expenses	6,560	8,319	8,945
<b>Consolidated Operating Expense</b>	<b>60,670</b>	<b>69,635</b>	<b>74,294</b>

1Q'22	4Q22	1Q'23	QoQ	YoY
7,179	8,368	7,614	-9.0%	6.1%
3,798	5,906	4,941	-16.3%	30.1%
1,641	1,162	620	-46.6%	-62.2%
<b>12,618</b>	<b>15,436</b>	<b>13,175</b>	<b>-14.6%</b>	<b>4.4%</b>
2,392	3,272	3,071	-6.1%	28.4%
1,529	2,146	1,629	-24.1%	6.5%
125	563	215	-61.8%	72.7%
<b>4,046</b>	<b>5,981</b>	<b>4,916</b>	<b>-17.8%</b>	<b>21.5%</b>
9,571	11,640	10,685	-8.2%	11.6%
5,327	8,052	6,570	-18.4%	23.3%
1,766	1,725	836	-51.6%	-52.7%
<b>16,664</b>	<b>21,418</b>	<b>18,091</b>	<b>-15.5%</b>	<b>8.6%</b>

## Cost to Income Ratio: Bank Only vs Consolidated



## Cost to Asset Ratio: Bank Only vs Consolidated





# FINANCIAL RATIOS



(IDR Billion)

Description	2018	2019	2020	2021	2022
<b>Asset Quality</b>					
NPL (gross)	2.28%	2.80%	2.88%	3.00%	2.67%
NPL Coverage	185.94%	154.63%	239.20%	281.16%	305.73%
<b>Liquidity</b>					
CASA	60.14%	57.70%	59.66%	63.08%	66.70%
LDR*	88.40%	88.45%	83.45%	83.53%	78.82%
<b>Profitability</b>					
Cost of Fund (CoF)	3.54%	3.66%	3.53%	2.36%	2.06%
NIM	7.22%	6.73%	6.90%	7.70%	7.85%
Cost to Income Ratio (CIR)	41.15%	40.45%	48.25%	46.40%	44.87%
Operating Expense to Operating Income	70.02%	72.08%	83.46%	78.54%	69.10%
ROA before tax	3.51%	3.28%	2.08%	2.64%	3.79%
ROA after tax	2.73%	2.60%	1.46%	2.13%	3.01%
ROE Tier 1	20.04%	18.40%	11.58%	16.04%	19.59%
ROE BS	18.85%	17.34%	10.52%	13.86%	17.63%
<b>Capital</b>					
Tier1 CAR	20.18%	21.65%	19.06%	26.16%	24.50%
Total CAR	21.35%	22.77%	20.14%	27.16%	25.51%

1Q'22	1Q'23	Δ YoY
3.09%	2.86%	-0.23%
286.23%	282.49%	-3.74%
63.63%	64.53%	0.89%
86.96%	84.94%	-2.02%
1.97%	2.68%	0.72%
7.72%	7.82%	0.10%
42.23%	41.83%	-0.40%
68.26%	64.47%	-3.79%
3.69%	4.25%	0.56%
2.94%	3.38%	0.44%
19.00%	23.55%	4.55%
17.22%	21.18%	3.96%
23.61%	23.93%	0.32%
24.61%	24.98%	0.37%

\*Only calculated BRI and Raya financial numbers. If loan & financing of all subsidiaries are calculated, LDR is 95.91% in 1Q'22 and 94.00% in 1Q'23

\*\*Financial figures for 2020 and 2021 is restated to include Pegadaian and PNM in accordance with PSAK 38

# SUBSIDIARIES CONTRIBUTION TO BRI GROUP



## BRI Subsidiaries

BRI Ownership
Total Asset 1Q'23

**Pegadaian** Market Leader in Pawn Industry

99.99%
75.7 Tn

**BRI insurance** General Insurance Provider (property, vehicle, etc)

90.00%
5.4 Tn

**PNM** National Leader in Community Based Lending

99.99%
50.9 Tn

**BRI ventures**

99.97%
2.7 Tn

**BRILife**

54.77%
23.3 Tn

**BRI danareksa sekuritas**

67.00%
1.3 Tn

**raya** Digital Bank focused in MSME especially gig economy

86.85%
12.6 Tn

**Danareksa Investment Management**

65.00%
282 Bn

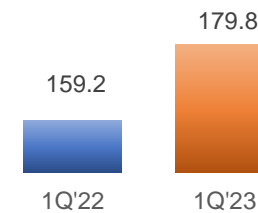
**BRI finance**

99.88%
7.6 Tn

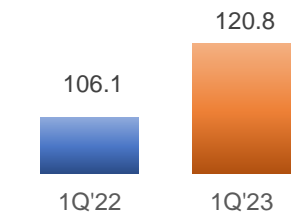
**BRI remittance**

100%
21.8 Bn

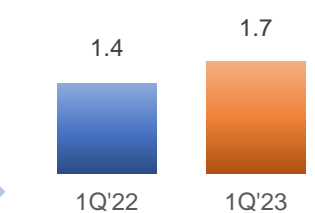
## Assets (IDR Tn)



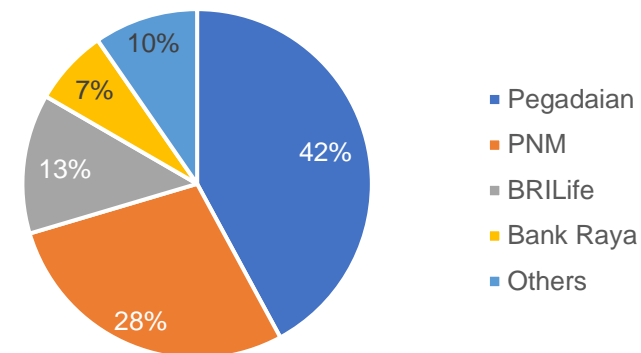
## Loan & Financing (IDR Tn)



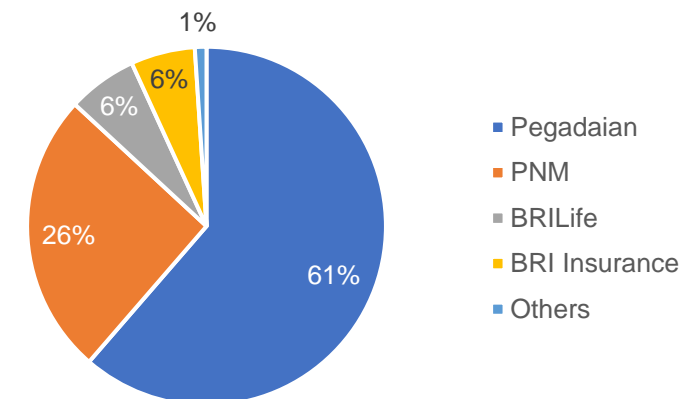
## Net Profit (IDR Tn)



## % to Total Subsidiaries Assets



## % to Total Subsidiaries Net Profit





The background of the slide is white with large, abstract paint splashes in light blue and light orange. On the left side, there are two tilted photographs. The top photo, framed in blue, shows a group of people, mostly women wearing headscarves, gathered around a table filled with various fruits like apples and oranges. The bottom photo, framed in orange, shows two people, a man in a white shirt and a woman in a white shirt and hijab, working together to plant a small tree in a field. A blue and orange vertical bar is positioned to the left of the text 'LOAN QUALITY'.

# LOAN QUALITY



# LOAN QUALITY

## Non-Performing Loan and Special Mention Loan



### Non-Performing Loan – by Segment

Segment	2018	2019	2020	2021	2022	1Q'22	1Q'23
Micro	1.01%	1.18%	0.83%	1.49%	1.74%	1.77%	2.24%
Consumer	1.03%	1.10%	1.49%	1.78%	1.83%	1.93%	2.01%
Small	3.14%	3.17%	3.61%	4.05%	4.30%	4.39%	4.45%
Medium	6.80%	5.38%	4.61%	3.57%	2.26%	3.95%	2.06%
Corporate	5.49%	5.18%	7.57%	6.68%	4.68%	5.89%	4.19%
<b>Bank Only - NPL%</b>	<b>2.16%</b>	<b>2.62%</b>	<b>2.94%</b>	<b>3.08%</b>	<b>2.82%</b>	<b>3.15%</b>	<b>3.02%</b>
<b>Subsidiaries - NPL%</b>	<b>4.88%</b>	<b>5.89%</b>	<b>2.49%</b>	<b>2.08%</b>	<b>1.24%</b>	<b>2.39%</b>	<b>1.30%</b>
<b>Consolidated - NPL %</b>	<b>2.28%</b>	<b>2.80%</b>	<b>2.88%</b>	<b>3.00%</b>	<b>2.67%</b>	<b>3.09%</b>	<b>2.86%</b>

### Special Mention – by Segment

Segment	2018	2019	2020	2021	2022	1Q'22	1Q'23
Micro	3.51%	3.51%	2.47%	3.03%	3.95%	4.44%	6.17%
Consumer	2.49%	2.52%	2.69%	2.20%	2.76%	2.95%	3.45%
Small	4.28%	4.63%	3.19%	3.42%	4.30%	5.46%	5.70%
Medium	2.87%	2.97%	3.07%	3.08%	2.55%	3.14%	3.08%
Corporate	7.73%	5.04%	2.85%	6.94%	4.32%	7.25%	3.46%
<b>Bank Only - SML%</b>	<b>3.65%</b>	<b>3.93%</b>	<b>2.75%</b>	<b>3.70%</b>	<b>3.87%</b>	<b>4.91%</b>	<b>5.08%</b>
<b>Subsidiaries - SML%</b>	<b>6.01%</b>	<b>4.41%</b>	<b>6.00%</b>	<b>4.68%</b>	<b>3.90%</b>	<b>5.76%</b>	<b>6.03%</b>
<b>Consolidated - SML %</b>	<b>3.70%</b>	<b>3.97%</b>	<b>3.13%</b>	<b>3.81%</b>	<b>3.90%</b>	<b>5.02%</b>	<b>5.20%</b>

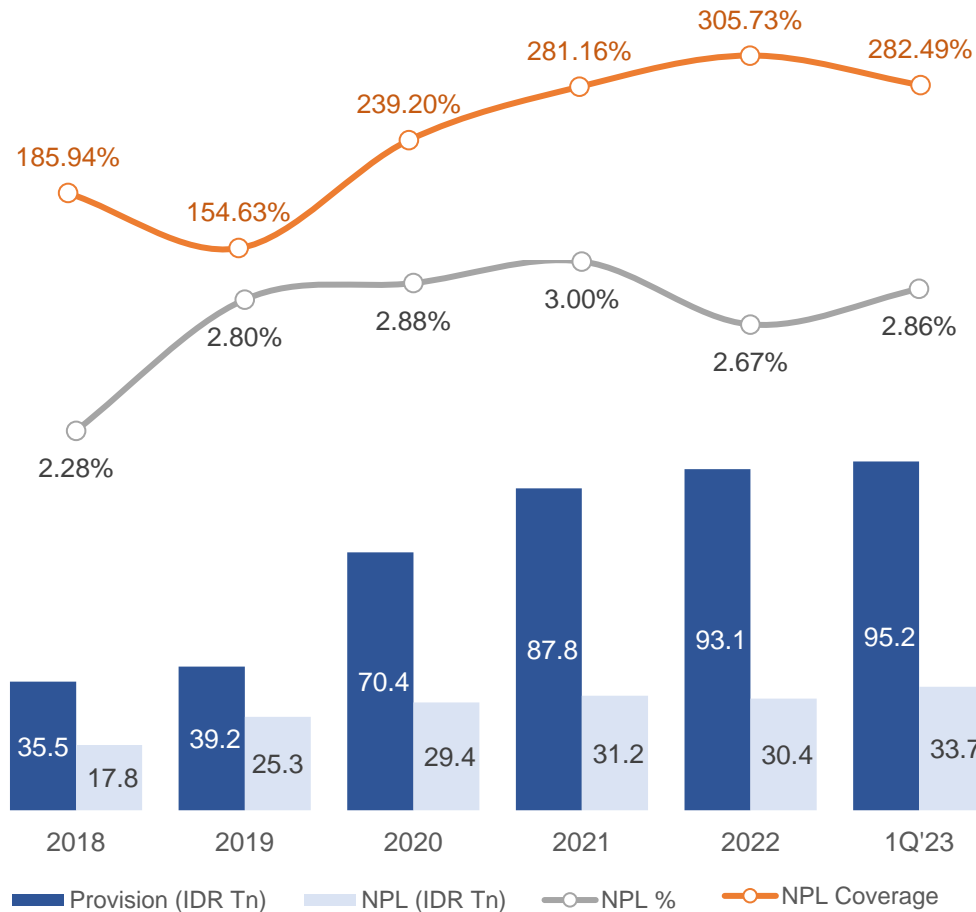
Note: All numbers are bank only, unless stated as consolidated



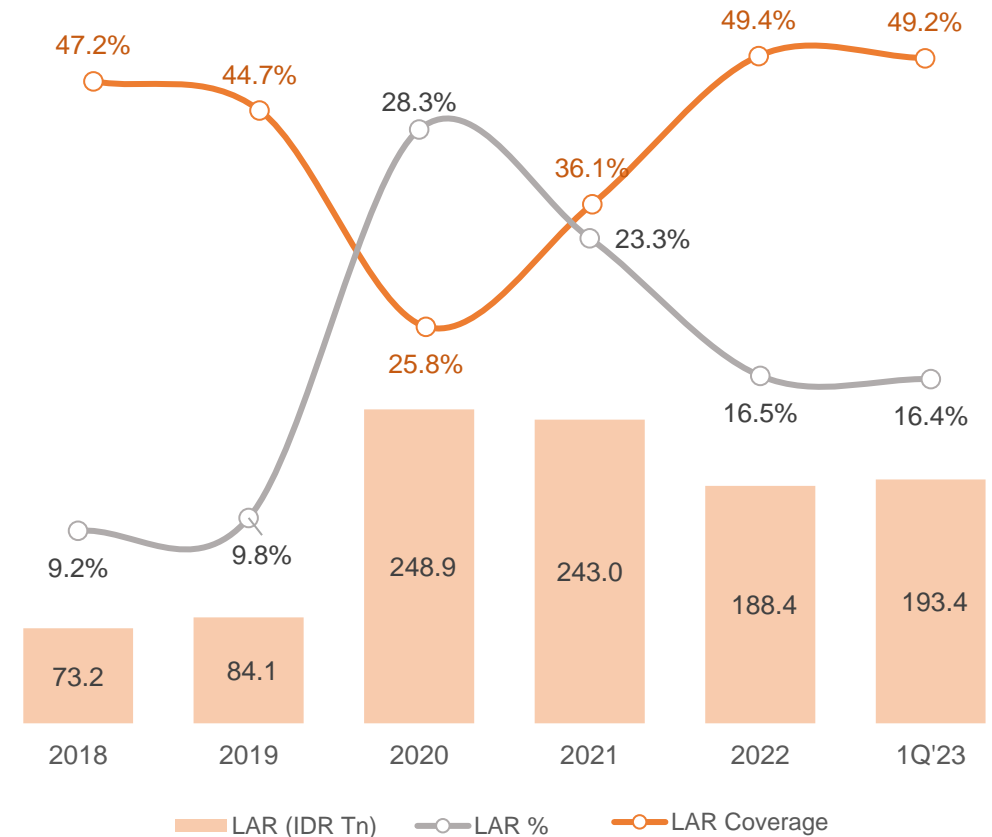
# LOAN QUALITY AND COVERAGE



## NPL & NPL Coverage



## LAR & LAR Coverage



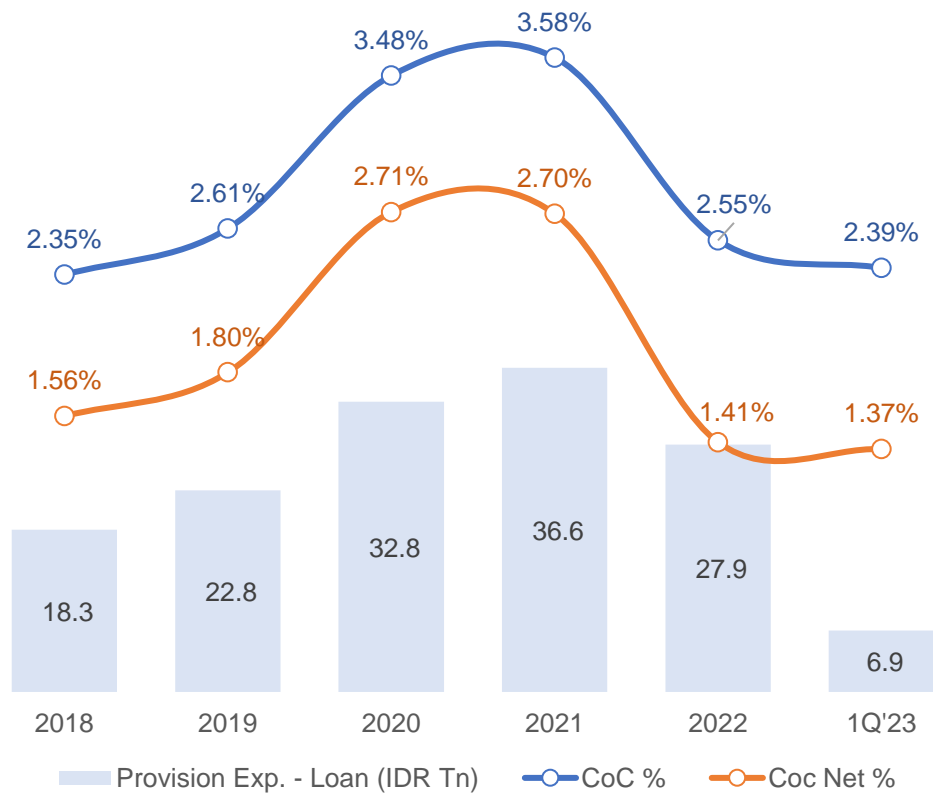
Since 2021, LAR and LAR Coverage are presented in consolidated number



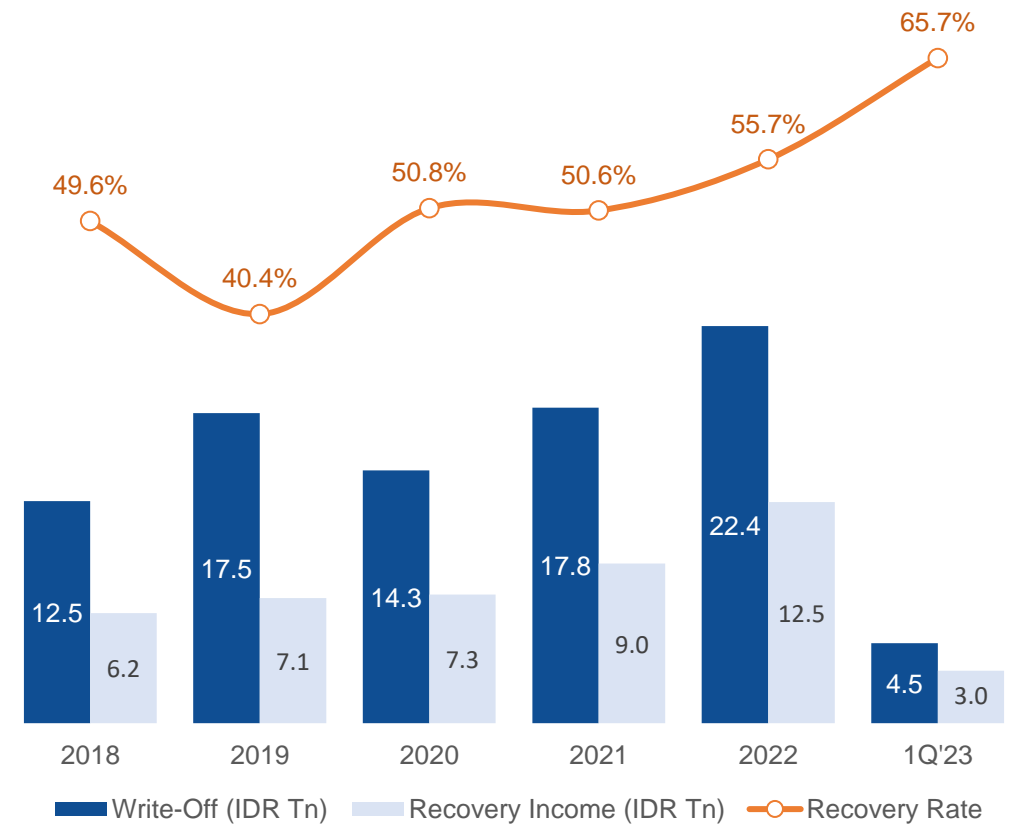
# CREDIT COST, WRITE OFF, AND RECOVERY



## Credit Cost



## Write Off & Recovery



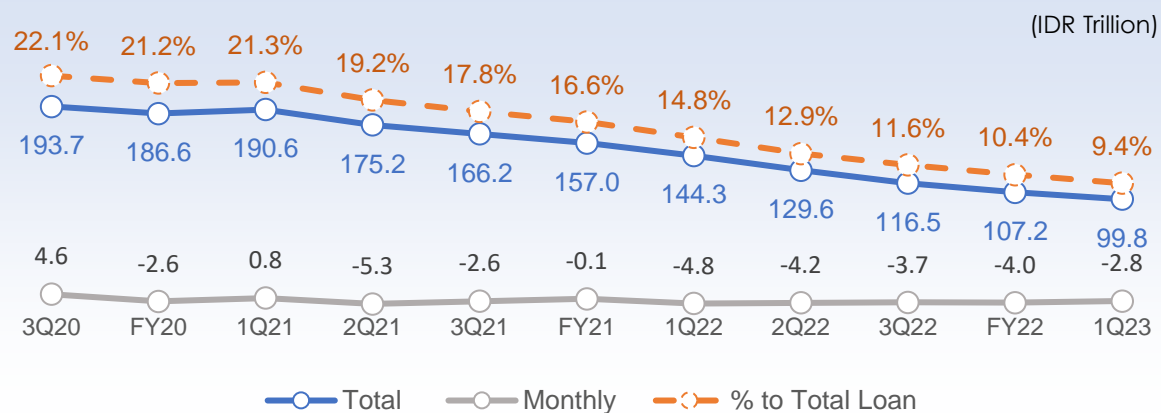


# COVID-19 RESTRUCTURED LOAN – BANK ONLY (1/2)

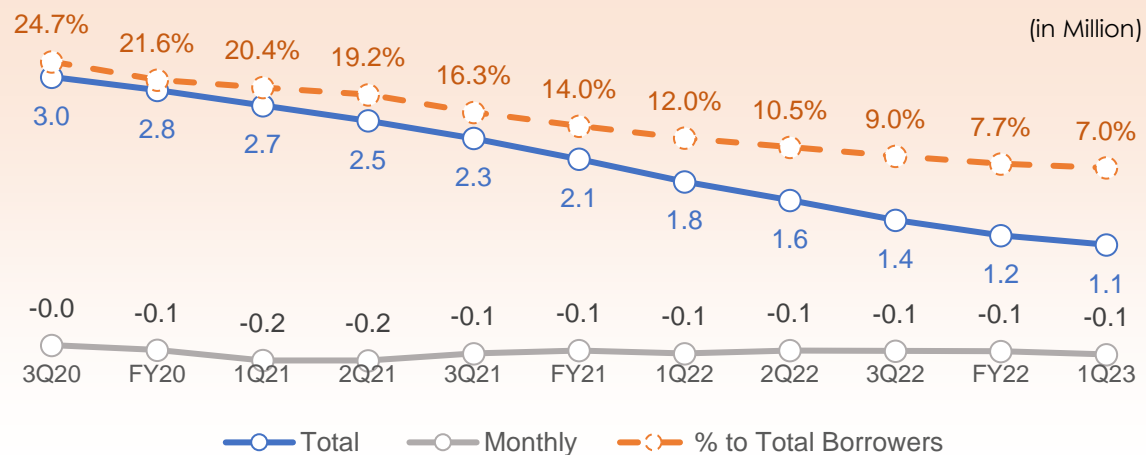
Declining Restructured Loan Outstanding and Borrowers



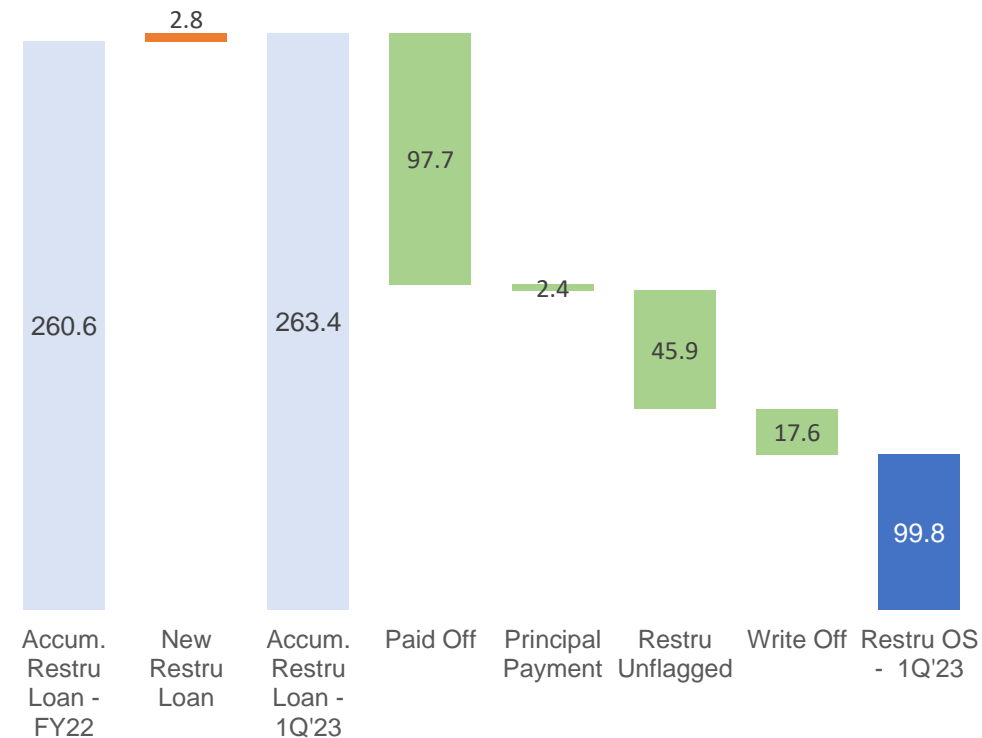
## Outstanding



## # Borrowers



## Covid-19 Restructured Loan Movement (IDR Tn)

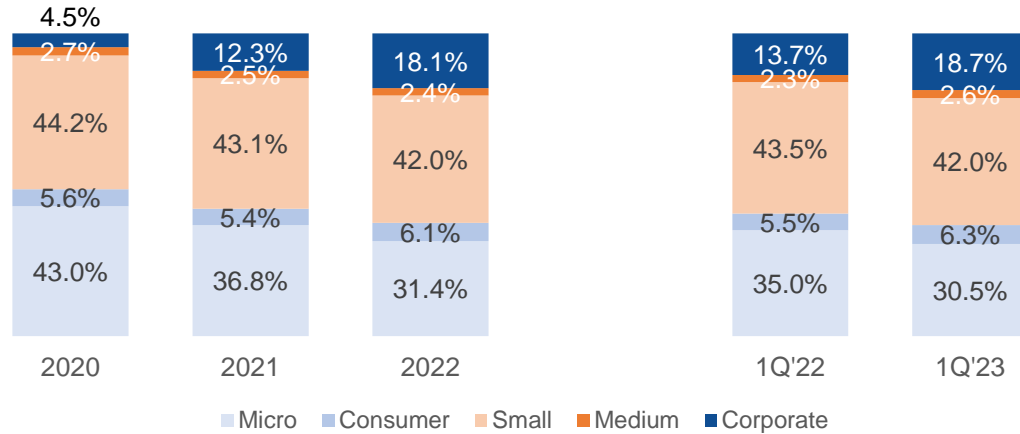




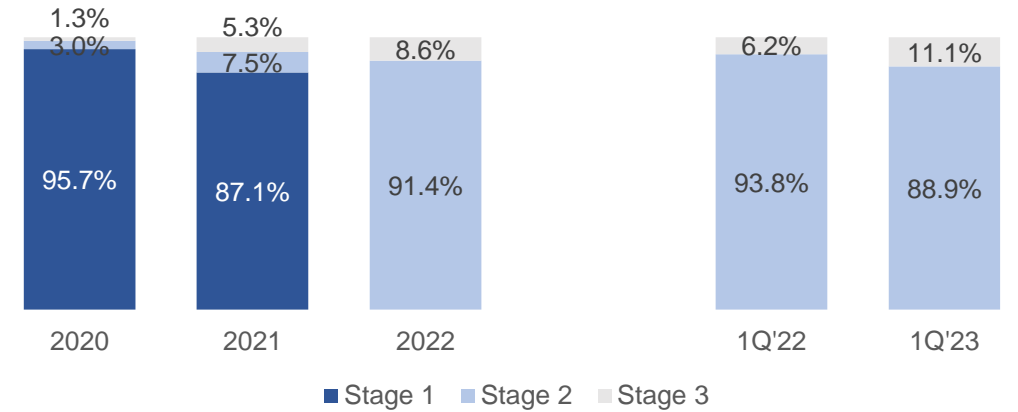
# COVID-19 RESTRUCTURED LOAN – BANK ONLY (2/2)



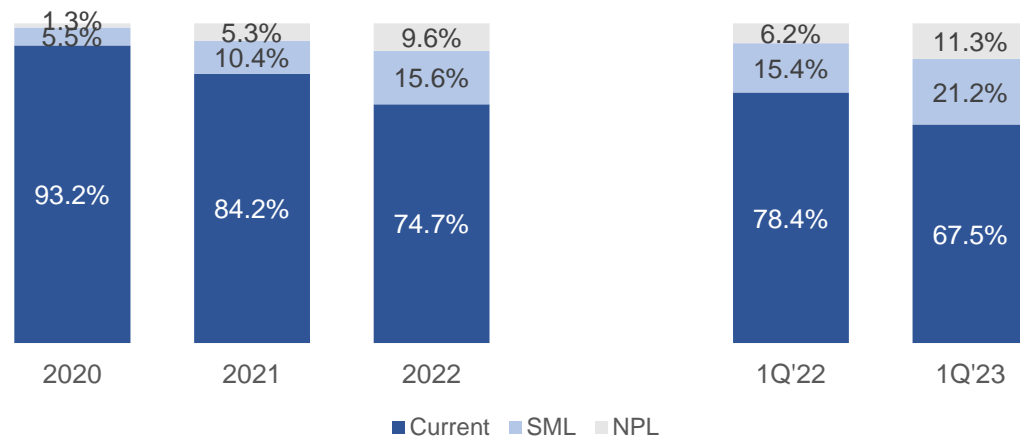
### OS Composition by Segment



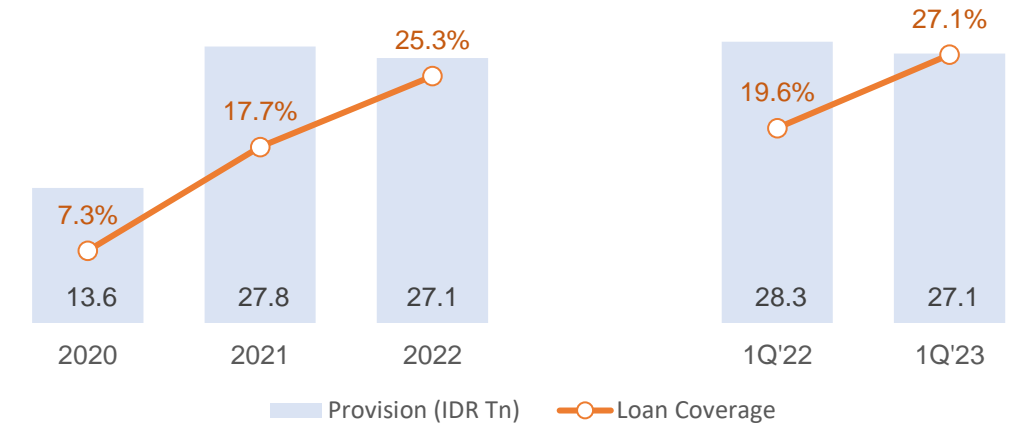
### Covid-19 Restructuring by Stage



### Covid-19 Restructuring by Collectability



### Covid-19 Loan Provisioning







# **ULTRA MICRO & MICRO BUSINESS**



# ULTRA MICRO ECOSYSTEM USAGE ENABLERS



## Phase 1 – Set up the Foundation

## Phase 2 - Strengthen

*Widening  
Customer Point  
of Access &  
Building  
Cashless  
Ecosystem*

# +1,000

SenyuM Co-location

Cashless  
Ecosystem

# +7

 million

Simpedes UMI  
Accounts

# +90k

Mekaar BRILink  
Agents

Strengthening  
Product Portfolio  
through Monoline  
Business Model

*Sales  
Acquisition  
Platform  
Development  
(SenyuM Mobile)*



Allowing Cross-  
selling through BRI,  
PNM & Pegadaian  
Sales Channel

# +72k

BRI, PNM & Pegadaian  
Loan Officers & Salesforce

# +680k

BRILink & Pegadaian  
Agents

Optimizing  
Empowerment  
Program

*Data Analytics*

# +34

 million

Integrated Customer  
Databases

Culture Activation Program



Dedicated Digital  
Application for  
UMI Customers

Data Analytics for  
Hyper-  
Personalization



# ULTRA MICRO & MICRO ECOSYSTEM

Quantifying the opportunity and the network that is in place



## Access to comprehensive Ultra Micro & Micro Financing Products

- **Group Lending (PNM Mekaar):**  
IDR 39.2 Tn (36.6% YoY), 14.5 mn borrowers (25.7% YoY)
- **Pawn Lending (Pegadaian):**  
IDR 53.2 Tn (9.8% YoY), 6.7 mn borrowers (4.2% YoY)
- **Micro Loan:**
  - a) BRI Micro Loan: IDR 456.5 Tn (9.9% YoY), 14.3 mn borrowers (5.3% YoY)
  - b) PNM Ulamm: IDR 5.4 Tn (-23.8% YoY), 157K borrowers (-17.2% YoY)
  - c) Pegadaian (Non-Pawn Lending): IDR 7.9 Tn (31.8% YoY), +345K borrowers (38.1% YoY)



**+36mn**  
(19.6% YoY)  
**UMi & Micro  
Borrowers**

**+145mn**  
**Micro  
Deposit  
Accounts**

## Comprehensive Savings and Beyond Banking Products

- **Micro Savings:** IDR 351.1 Tn (-0.1% YoY)
- **Micro Insurance (Life/ Health, House & Property):** 8.9 mn insurance policies (29.30% YoY)
  - **Life/ Health:** 4.5 mn policies (45.18% YoY)
  - **House:** 2.5 mn policies (19.55% YoY)
  - **Property:** 1.9 mn policies (12.51% YoY)
- **Gold Savings & Investment:**  
3.3 mn customers & 7,399 kg gold OS (7.9% YoY)
- **Mobile Banking (BRIMo):** 25.7 mn users (59.65% YoY)

## Wider Points of Access

### Physical Outlets

**+15K units (4.2% YoY)**  
(BRI Micro Outlets +6.4K (-6.7% YoY);  
Pegadaian +4,086 (0.0% YoY); PNM  
+4,482 (13.6% YoY))

### Co-Location (Senyum Outlets)

**1,013 units**  
(150.7% YoY)

### BRILink Agents

**+650K Agents**  
(20.6% YoY)

### BRI E-Channels

**+271K units**  
(18.3% YoY)

### Financial Advisors

**+72K (9.8% YoY)**  
(BRI +27.2K (-0.4% YoY);  
Pegadaian +2.2K (7.2% YoY);  
PNM +43.1K (17.6% YoY))



# THE ULTRA MICRO ECOSYSTEM

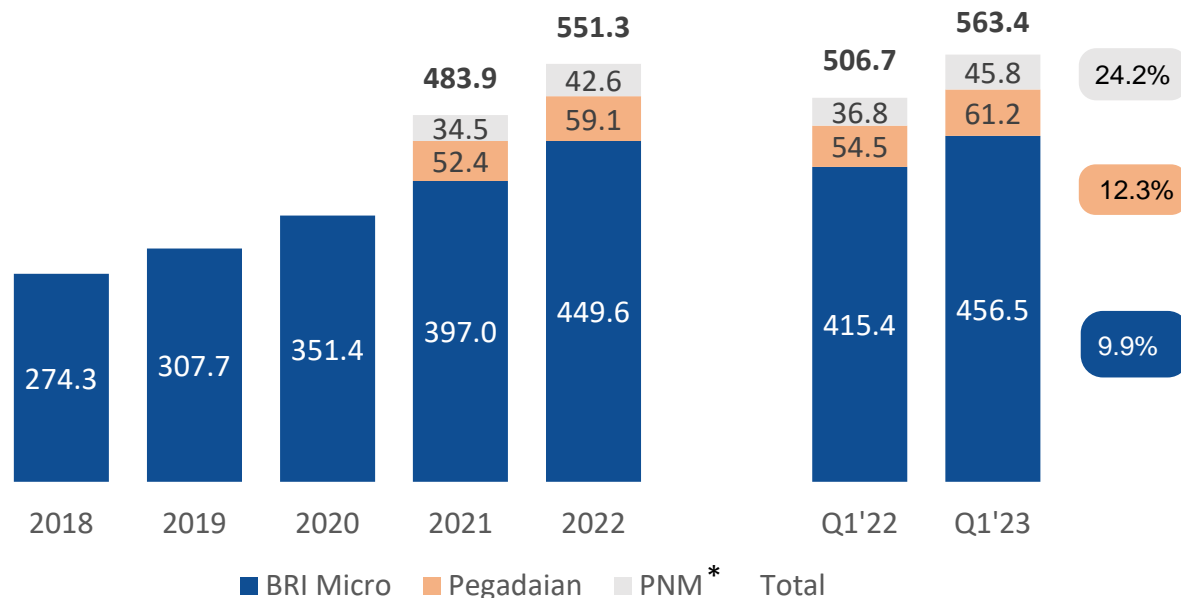
## UMI Holding Leading Our Loan Growth Forward



### Loan Composition - Outstanding

(IDR Trillion)

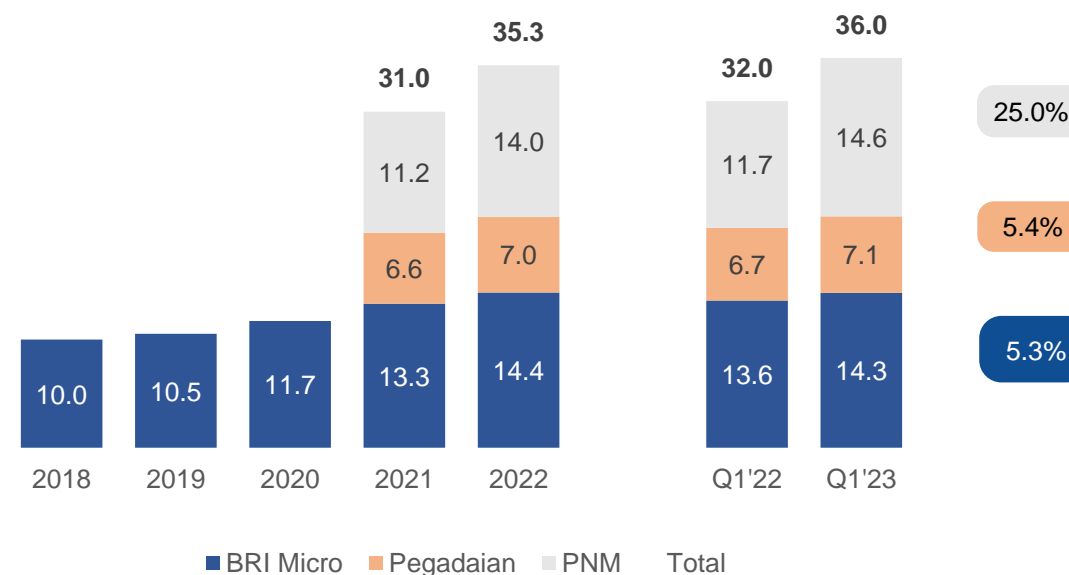
↑ 11.2% YoY



### # Borrowers

(in Mio)

↑ 12.5% YoY



### Key Ratios

Description	BRI				Pegadaian				PNM			
	3Q'21	1Q'22	FY'22	1Q'23	3Q'21	1Q'22	FY'22	1Q'23	3Q'21	1Q'22	FY'22	1Q'23
Cost of Fund	2.1%	1.7%	1.9%	2.6%	6.2%	4.8%	4.9%	5.7%	8.7%	8.9%	7.6%	6.9%
Opt. Expenses to Opt. Income	76.4%	64.3%	64.2%	60.7%	75.5%	70.1%	71.1%	65.3%	88.1%	89.4%	90.3%	86.1%
CIR	42.1%	38.4%	42.0%	37.4%	63.0%	66.9%	63.7%	55.3%	76.6%	60.5%	67.7%	70.2%

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

\*PNM's financing outstanding include financing disbursed to LKMS (Syariah Micro Financing Institution) and venture capital



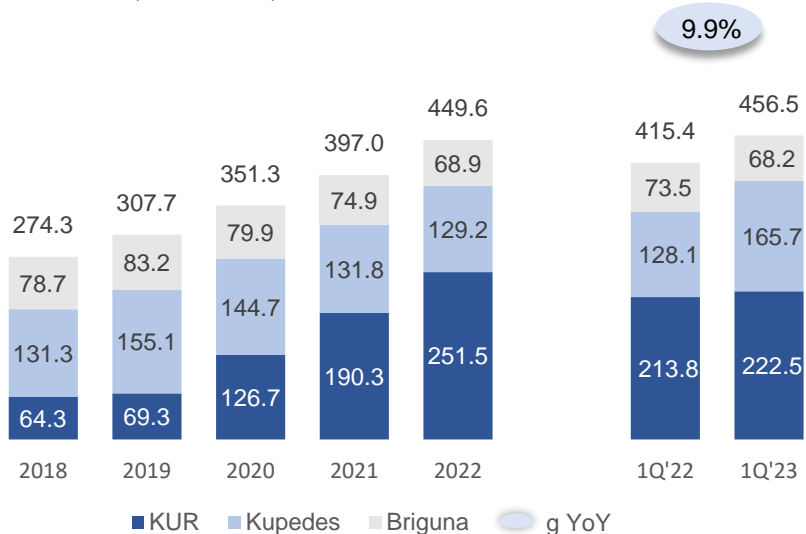
# BRI MICRO BUSINESS PERFORMANCE

## Increasing Kupedes Composition and Customer Base



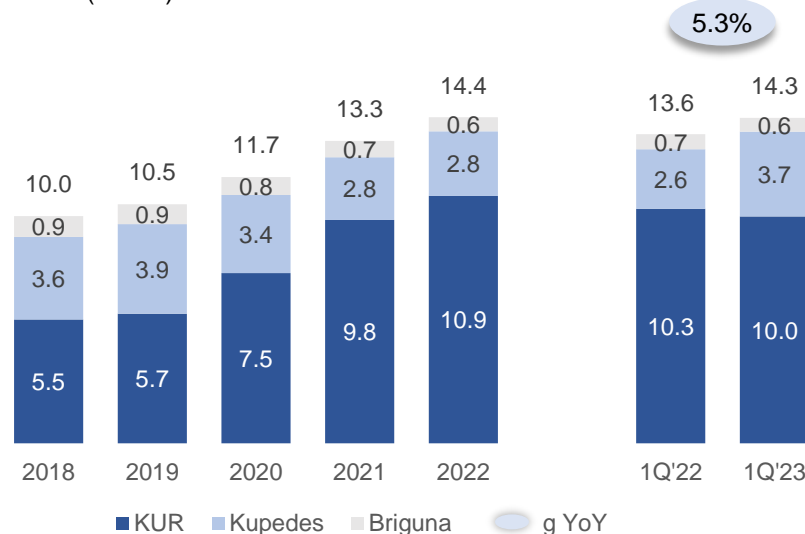
### Micro Loan Outstanding

(IDR Trillion)

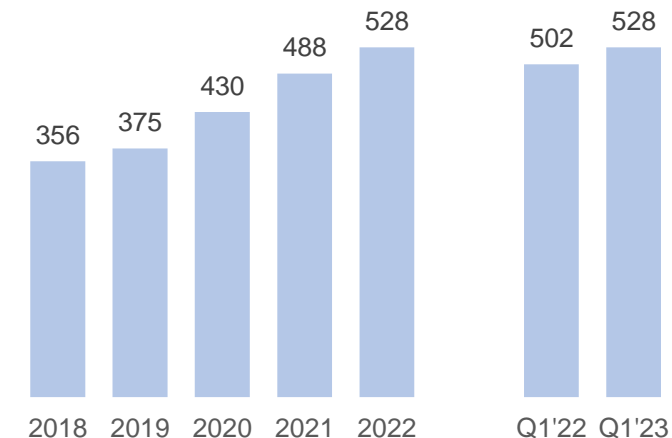


### # Borrowers

(in Mio)



### # Borrowers per Loan Officer



### Growth YoY

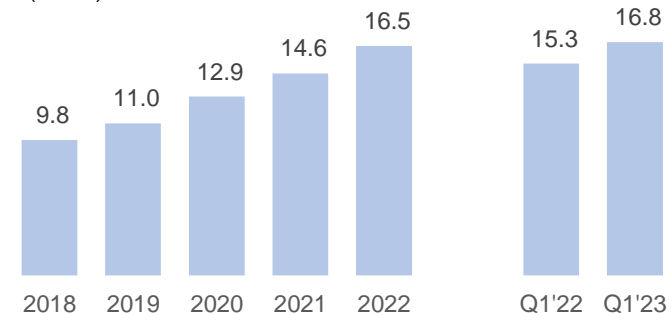
Product	2018	2019	2020	2021	2022	1Q'22	1Q'23
KUR	8.5%	7.9%	82.8%	50.1%	32.2%	49.6%	4.1%
Kupedes	20.6%	18.1%	-6.8%	-8.9%	-1.9%	-7.6%	29.3%
Briguna	10.4%	5.8%	-4.0%	-6.3%	-8.0%	-6.3%	-7.2%
<b>Total</b>	<b>14.5%</b>	<b>12.2%</b>	<b>14.2%</b>	<b>13.0%</b>	<b>13.3%</b>	<b>15.4%</b>	<b>9.9%</b>

### Growth YoY

Product	2018	2019	2020	2021	2022	1Q'22	1Q'23
KUR	7.4%	4.5%	31.4%	31.1%	10.8%	27.9%	-3.3%
Kupedes	7.2%	8.7%	-12.8%	-19.5%	2.7%	-19.2%	43.0%
Briguna	-1.9%	-3.9%	-9.8%	-10.1%	-13.6%	-12.7%	-10.4%
<b>Total</b>	<b>6.5%</b>	<b>5.3%</b>	<b>11.4%</b>	<b>13.5%</b>	<b>7.8%</b>	<b>12.7%</b>	<b>5.3%</b>

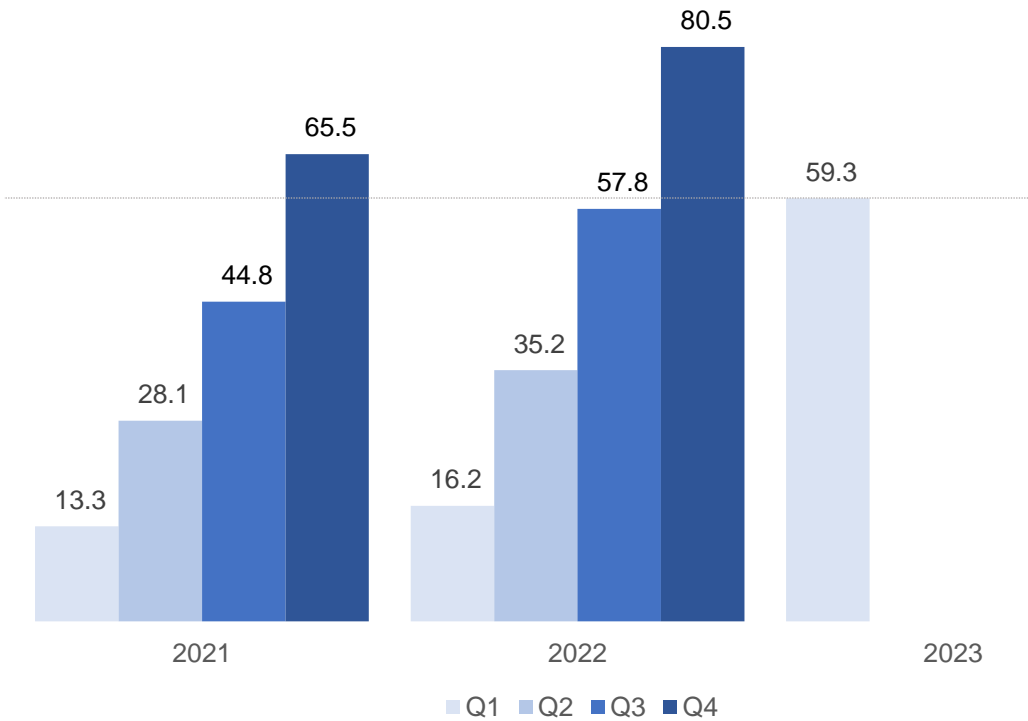
### Loan Outstanding per Loan Officer

(in Bio)



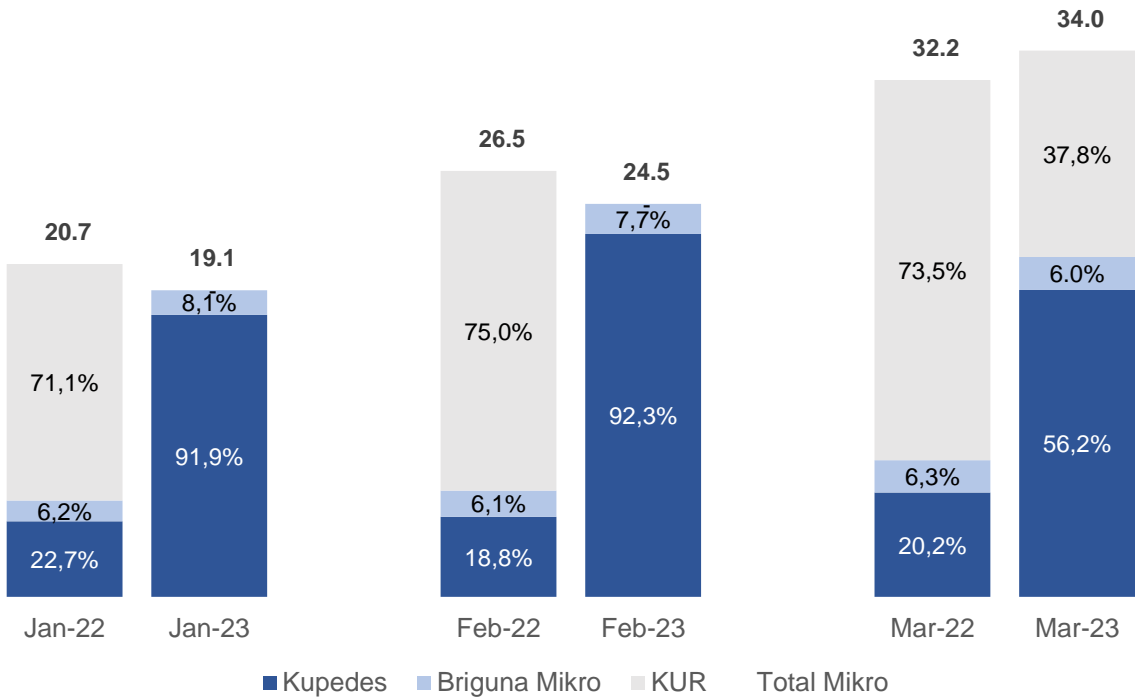
## Kupedes Accumulated Disbursement (IDR Tn)

(IDR Tn)



## Micro Monthly Disbursement (IDR Tn)

(IDR Tn)







# FOCUS ON INCREASING HIGH YIELD ASSETS

Overarching Strategy: Boost Kupedes loan Growth to Increase Profitability



## Product Innovation & Alignment

- Kupedes Rejuvenation**
  - Bullet loan
  - 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 & protection features
- Product Realignment**
  - Aligning micro loan product within BRI, PNM (Ulaam) and Pegadaian (Kreasi)

## New Business Model



Sharing network among BRI, Pegadaian & PNM to offer wider access for UMi customers & enhance cross selling

### BRILink Mitra UMi

Redefine BRILink agents' roles as the primary loan acquirer and to empower Ultra Micro Segment



**Micro Hyperlocal Ecosystem** Develop micro payment ecosystem to capture micro transactions, boosting CASA, and fee income

## Business Process Reengineering



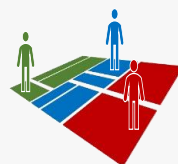
### Enhancing Digital Micro Loan Underwriting Application

Sales management, Monitoring & evaluation, Cross selling, Origination & approval



Integrated digital sales platform for BRI, Pegadaian & PNM to enable cross selling & joint acquisition

## Loan Officers' Business Coverage



### Loan Officer Designated Coverage Area

Designated Coverage Area prevents overlapping customers and enables loan officers to work more efficiently with a better familiarity to maximize the potential of an area.

**Big Data Advance Analytics (BRIKODES)** as BRI's inclusion management tool which produces recommendation matrices up to sub-district level (inclusion, product holding, digital literacy & risk management)

## New Rules of KUR Disbursement

### KUR Allocation Breakdown Parameter

- Kupedes Borrowers Growth
- Kupedes OS Growth
- KUR Loan Quality

KUR allocation was determined monthly based on several parameter

### Breakdown Mechanism

Mar'23 - First Breakdown



Q1 → Q2 → Q3 Evaluation

The new mechanism encourages the distribution of Micro KUR to remain maximal but still maintain Micro yield by growing customer base and high Kupedes growth



# LATEST KUR REGULATION

Attractive For Transitioning Into Commercial Micro Lending

Ref. Coordinating Ministry of Economy Policy No. 1 dated 2023 On January 25<sup>th</sup>, 2023



	2022	2023
1 Requirements of New KUR Borrowers	Currently no commercial loan	Never had a commercial loan
2 Restrictions on Receiving KUR	<b>Micro:</b> <ul style="list-style-type: none"><li>Trading Sector: max loan ceiling accumulation of Rp200 Mn</li><li>Non-Trading Sector: no limitation</li></ul>	<b>Priority Sectors (Agribusiness, Livestock, Fishery, and Plantation):</b> <ul style="list-style-type: none"><li>KUR terms of max 4x (KUR facility is renewable up to 3x); or</li><li>Micro KUR: Max loan ceiling accumulation of Rp400 Mn</li><li>Small KUR: Max loan ceiling accumulation of Rp500 Mn</li></ul> <b>Other Sectors:</b> <ul style="list-style-type: none"><li>KUR terms of max 2x (KUR facility is renewable once); or</li><li>Micro KUR: Max loan ceiling accumulation of Rp200 Mn</li><li>Small KUR: Max loan ceiling accumulation of Rp500 Mn</li></ul>
3 Lending Rate Charged to Borrowers	<ul style="list-style-type: none"><li><b>Super Micro KUR:</b> 6%</li><li><b>Small and Micro KUR:</b> 6%</li></ul>	<ul style="list-style-type: none"><li><b>Super Micro KUR:</b> 3%</li><li><b>Small and Micro KUR:</b> Step-up lending rate<ul style="list-style-type: none"><li>1<sup>st</sup> term: 6%</li><li>2<sup>nd</sup> term: 7%</li><li>3<sup>rd</sup> term: 8%</li><li>4<sup>th</sup> term: 9%</li></ul></li></ul>



# PT. PEGADAIAN

Market Leader in Indonesia's Pawn Industry Services



## Pegadaian

### Balance Sheet Highlight

	2021	2022	1Q'22	1Q'23	g YoY
Total Assets	65,776	73,330	68,013	76,137	11.9%
Loan Outstanding (Gross)	52,420	59,053	54,477	61,159	12.3%
Total Liability	39,517	44,911	40,899	46,962	14.8%
Total Equity	26,259	28,418	27,113	29,176	7.6%

### Income Statement Highlight

	2021	2022	1Q'22	1Q'23	g YoY
Net Interest Income	10,622	11,645	2,817	2,922	3.7%
Other Operating Income	1,523	1,638	392	488	24.5%
Overhead Cost*	7,627	8,463	2,146	1,886	-12.1%
Net Income After Tax	2,427	3,299	821	1,040	26.7%

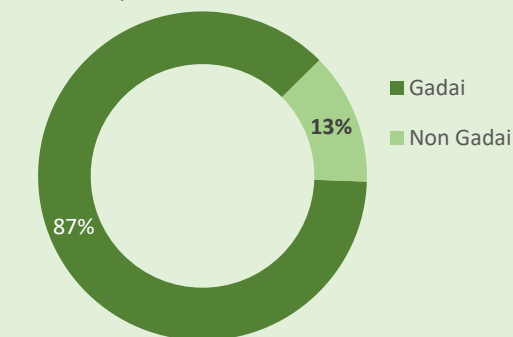
\*Excluding Cost of Good Sold for gold

### Key Ratios

	2021	2022	1Q'22	1Q'23	ΔYoY
NIM	19.4%	21.2%	21.2%	19.6%	-1.6%
COF	6.0%	4.9%	4.8%	5.7%	0.9%
BOPO	77.5%	71.1%	70.1%	65.3%	-4.8%
CIR	62.8%	63.7%	66.9%	55.3%	-11.5%

### Loan Composition

As of 1Q'23



### Products & Services

- Pawn financing
- Micro-fiduciary financing
- Gold savings
- Others (e.g., money transfers, payments)

### Extensive Network & Sales Force



+ 4,000 Outlets



+2,200 Sales Force



+7.1 Mio Active Borrowers



Gold Savings  
+3.3 Mio Active Cust. with  
+7.4 Tonne gold outstanding

The oldest pawn service provider with more than 120 years experience

- The largest pawn service provider based on Asset & Loan
- Leader in pawn lending with market share of more than 95%, catering to more than 7.1 mio borrowers



# PT. PERMODALAN NASIONAL MADANI

Leading Women's Group Lender in Indonesia



**PNM**  
Permodalan Nasional Madani



## Balance Sheet Highlight

	2021	2022	1Q'22	1Q'23	g YoY
Total Assets	43,712	46,833	45,029	50,903	13.0%
Loan Outstanding (Gross)	34,523	42,595	36,839	45,761	24.2%
Total Liability	37,274	39,405	38,338	43,044	12.3%
Total Equity	6,438	7,429	6,691	7,859	17.5%

## Income Statement Highlight

	2021	2022	1Q'22	1Q'23	g YoY
Net Interest Income	6,119	10,236	2,086	3,148	50.9%
Other Operating Income	236	314	68	62	-9.3%
Overhead Cost	4,739	7,141	1,304	2,255	72.9%
Net Income After Tax	845	992	257	433	68.5%

## Key Ratios

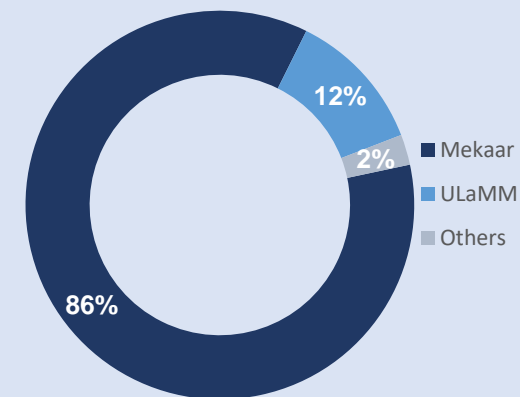
	2021	2022	1Q'22	1Q'23	ΔYoY
NIM	20.2%	26.3%	23.4%	28.4%	9.7%
COF	8.6%	7.6%	8.9%	6.9%	-1.9%
BOPO	88.3%	90.3%	89.4%	86.1%	-3.3%
CIR	74.5%	67.7%	60.5%	70.2%	9.7%

## The largest group lending provider in Indonesia

- Catering to more than 14.5 Mn borrowers
- Providing loans that are aimed to empower underprivileged women

## Loan Composition

As of 1Q'23



## Products & Services

- Mekaar group lending for female borrowers
- ULamm Micro lending

## Extensive Network & Sales Force



Extensive network with +4,400 outlets across Indonesia



Strong sales force with +40,000 account officers





| 1Q'23  
| **BANK ONLY PERFORMANCE**



## FINANCIAL HIGHLIGHT – BANK ONLY



(IDR Billion)

Description	2018	2019	2020	2021	2022
<b>Asset/Liabilities</b>					
Total Assets (IDR Billion)	1,234,200	1,343,078	1,421,785	1,572,761	1,750,995
Total Loans (Gross) (IDR Billion)	798,881	859,558	880,675	943,703	1,029,803
Total Deposits (IDR Billion)	898,033	969,750	1,052,664	1,127,849	1,300,776
<b>Asset Quality</b>					
NPL (gross)	2.16%	2.62%	2.94%	3.08%	2.82%
NPL (nett)	0.92%	1.04%	0.80%	0.70%	0.73%
NPL Coverage	200.61%	166.59%	247.98%	278.14%	291.54%
LAR	9.17%	9.78%	28.26%	24.11%	17.11%
LAR Coverage	47.20%	44.65%	25.77%	35.56%	48.00%
Credit Cost	2.31%	2.47%	3.28%	3.42%	2.47%
<b>Liquidity</b>					
CASA	61.84%	59.01%	61.00%	63.30%	66.92%
LDR	89.57%	88.64%	83.66%	83.67%	79.17%
<b>Profitability</b>					
Net Profit (IDR Billion)	31,702	34,029	18,353	32,215	47,828
Cost of Fund (CoF)	3.47%	3.58%	3.22%	2.05%	1.87%
NIM	7.45%	6.98%	6.00%	6.89%	6.80%
Cost to Income Ratio (CIR)	29.56%	40.03%	45.40%	43.26%	41.95%
Operating Expense to Operating Income	68.48%	70.10%	81.22%	74.30%	64.20%
ROA before tax	3.68%	3.50%	1.98%	2.72%	3.76%
ROA after tax	2.86%	2.77%	1.39%	2.23%	3.03%
ROE Tier 1	20.49%	19.41%	11.05%	16.87%	20.93%
ROE B/S	18.87%	17.77%	9.91%	14.09%	16.76%
<b>Capital</b>					
Tier1 CAR	20.15%	21.52%	19.59%	24.27%	22.30%
Total CAR	21.21%	22.55%	20.61%	25.28%	23.30%

1Q'22	1Q'23	g QoQ	g YoY
1,540,856	1,699,676	-2.9%	10.3%
974,802	1,065,325	3.4%	9.3%
1,118,705	1,249,503	-3.9%	11.7%
3.15%	3.02%	0.20%	-0.14%
0.77%	0.82%	0.09%	0.05%
275.66%	268.93%	-22.60%	-6.72%
22.58%	16.89%	-0.22%	-5.69%
38.50%	48.02%	0.02%	9.52%
2.96%	2.44%	-0.03%	-0.52%
63.75%	64.79%	-2.14%	1.04%
87.14%	85.26%	6.09%	-1.88%
10,903	13,796	29.6%	26.5%
1.73%	2.56%	0.68%	0.83%
6.85%	6.67%	-0.14%	-0.18%
38.37%	37.37%	-4.58%	-1.00%
64.26%	60.70%	-3.50%	-3.56%
3.56%	4.11%	0.35%	0.55%
2.84%	3.27%	0.25%	0.43%
19.11%	23.75%	2.82%	4.64%
15.39%	18.97%	2.21%	3.58%
21.39%	21.94%	-0.36%	0.55%
22.39%	23.01%	-0.29%	0.62%



# BALANCE SHEET – BANK ONLY

Balance Sheet Optimization Supported by High Growth in Low-Cost Fund



(IDR Billion)

Items	2020	2021	2022
Cash and Cash Equivalent	80,711	82,059	177,282
<b>Total Earning Assets:</b>	<b>1,348,177</b>	<b>1,504,797</b>	<b>1,573,609</b>
- Placement with BI & Other Banks	74,533	66,922	88,710
- Receivables (Acceptance & Others)	35,872	39,856	47,075
- Loans	880,675	943,703	1,029,803
- Gov't Bonds & Marketable Securities	344,531	408,265	360,085
- Other Earning Assets	12,566	46,051	47,936
<b>Earning Asset Provision:</b>	<b>(66,444)</b>	<b>(82,868)</b>	<b>(86,447)</b>
- Loans Provisions	(64,129)	(80,911)	(84,579)
- Other Provisions	(2,314)	(1,957)	(1,868)
Fixed & Non Earning Assets	59,340	68,773	86,550
<b>Total Assets</b>	<b>1,421,785</b>	<b>1,572,761</b>	<b>1,750,995</b>
<b>Third Party Funds :</b>	<b>1,052,664</b>	<b>1,127,849</b>	<b>1,300,776</b>
- CASA	642,150	713,973	870,532
Current Account	183,002	219,397	349,492
Savings Account	459,148	494,576	521,040
- Time Deposits	410,513	413,876	430,244
Other Interest Bearing Liabilities	134,912	103,204	95,353
Non-Interest Bearing Liabilities	39,850	55,291	61,244
<b>Total Liabilities</b>	<b>1,227,426</b>	<b>1,286,343</b>	<b>1,457,373</b>
Tier 1 Capital	174,757	231,397	234,728
<b>Total Equity</b>	<b>194,359</b>	<b>286,418</b>	<b>293,622</b>
<b>Total Liabilities &amp; Equity</b>	<b>1,421,785</b>	<b>1,572,761</b>	<b>1,750,995</b>

1Q'22	1Q'23	QoQ	YoY
69,304	115,067	-35.1%	66.0%
<b>1,478,481</b>	<b>1,586,926</b>	<b>0.8%</b>	<b>7.3%</b>
70,477	77,619	-12.5%	10.1%
45,349	50,425	7.1%	11.2%
974,802	1,065,325	3.4%	9.3%
341,484	344,980	-4.2%	1.0%
46,369	48,577	1.3%	4.8%
<b>(86,837)</b>	<b>(88,415)</b>	2.3%	1.8%
(84,730)	(86,400)	2.2%	2.0%
(2,108)	(2,015)	7.9%	-4.4%
79,909	86,098	-0.5%	7.7%
<b>1,540,856</b>	<b>1,699,676</b>	<b>-2.9%</b>	<b>10.3%</b>
<b>1,118,705</b>	<b>1,249,503</b>	<b>-3.9%</b>	<b>11.7%</b>
713,187	809,506	-7.0%	13.5%
227,276	309,871	-11.3%	36.3%
485,911	499,635	-4.1%	2.8%
405,518	439,997	2.3%	8.5%
77,055	88,168	-7.5%	14.4%
76,552	89,465	46.1%	16.9%
<b>1,272,312</b>	<b>1,427,136</b>	<b>-2.1%</b>	<b>12.2%</b>
212,728	214,328	-8.7%	0.8%
<b>268,544</b>	<b>272,540</b>	<b>-7.2%</b>	<b>1.5%</b>
<b>1,540,856</b>	<b>1,699,676</b>	<b>-2.9%</b>	<b>10.3%</b>





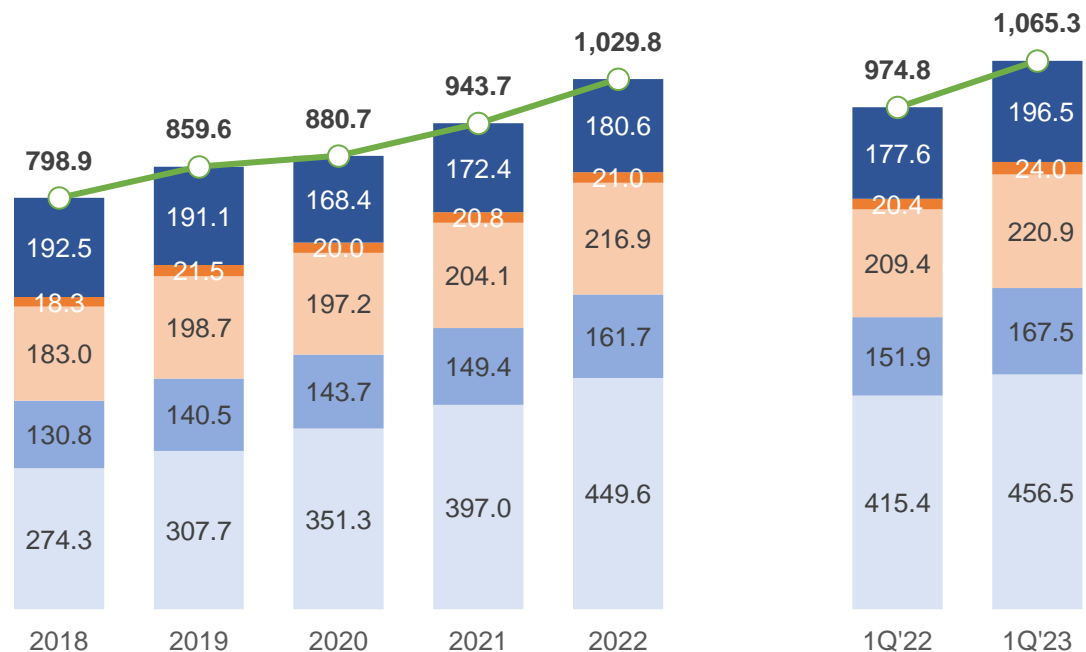
# LOAN PORTFOLIO – BANK ONLY

Micro Driven Persistent Loan Growth Capitalizing On Economic Recovery Momentum

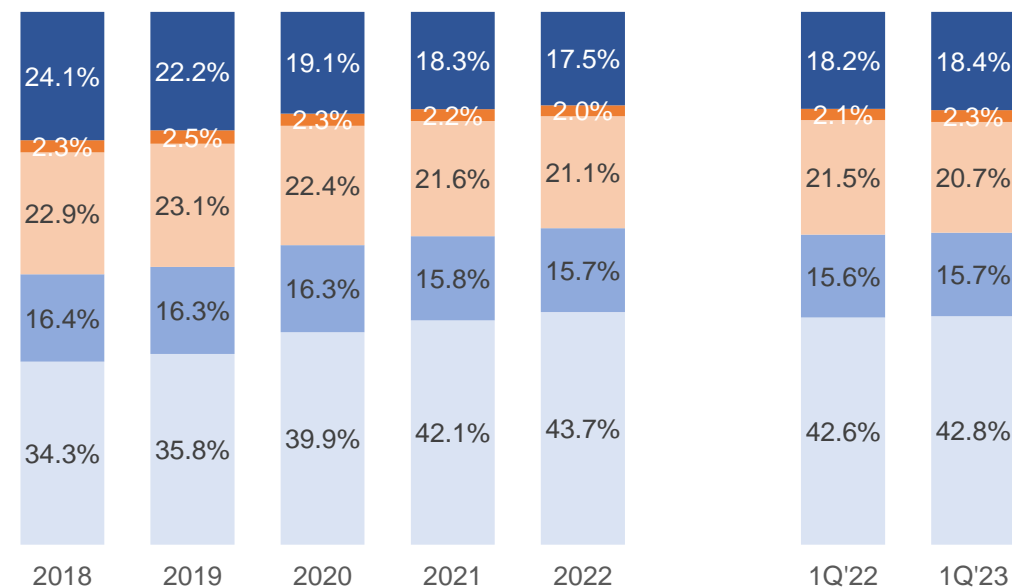


## Loan Outstanding – by business segment

(IDR Trillion)



## Composition – by business segment (%)



	Micro	Consumer	Small	Medium	Corporate	Total
<b>YoY Growth ( % )</b>	9.9	10.2	5.5	17.7	10.6	<b>9.3</b>
<b>(IDR Tn)</b>	41.0	15.5	11.5	3.6	18.9	<b>90.5</b>



# INCOME STATEMENT – BANK ONLY

Stronger Profitability From Business Operation Efficiency and Moderated Credit Cost



(IDR Billion)

Items	2020	2021	2022	1Q'22	4Q22	1Q'23	QoQ	YoY
Interest Income	109,959	119,828	123,835	30,216	29,051	34,703	19.5%	14.9%
Interest from Loans	95,626	104,883	107,535	26,263	24,347	29,522	21.3%	12.4%
Int. from Other Earning Assets	14,333	14,945	16,300	3,953	4,704	5,181	10.2%	31.1%
Interest Expense	(34,812)	(24,008)	(22,830)	(5,127)	(7,446)	(8,438)	13.3%	64.6%
<b>Net Interest Income</b>	<b>75,147</b>	<b>95,819</b>	<b>101,005</b>	<b>25,089</b>	<b>21,605</b>	<b>26,266</b>	<b>21.6%</b>	<b>4.7%</b>
Fee & Other Opr. Income	28,430	32,401	38,320	7,827	11,617	9,168	-21.1%	17.1%
Gross Operating Income	103,577	128,220	139,325	32,916	33,222	35,434	6.7%	7.6%
Operating Expenses	(46,396)	(54,778)	(56,618)	(12,618)	(15,436)	(13,175)	-14.6%	4.4%
<b>Pre Provision Operating Profit</b>	<b>57,181</b>	<b>73,442</b>	<b>82,706</b>	<b>20,298</b>	<b>17,786</b>	<b>22,259</b>	<b>25.1%</b>	<b>9.7%</b>
Provision Expenses	(30,989)	(34,018)	(23,564)	(6,695)	(4,200)	(4,976)	18.5%	-25.7%
Non Operating Income (Net)	(31)	(203)	277	28	(98)	42	-142.7%	49.4%
Profit Before Tax n Minor. Int.	26,161	39,221	59,419	13,631	13,488	17,325	28.4%	27.1%
Tax Expense	(7,808)	(7,005)	(11,591)	(2,728)	(2,845)	(3,529)	24.0%	29.4%
<b>Net Profit</b>	<b>18,353</b>	<b>32,215</b>	<b>47,828</b>	<b>10,903</b>	<b>10,643</b>	<b>13,796</b>	<b>29.6%</b>	<b>26.5%</b>

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



# OTHER OPERATING INCOME & OPERATING EXPENSES – BANK ONLY

Positive Other Operating Income Growth with Manageable Operating Expenses



## Fee & Other Operating Income

Description	2020	2021	2022	IDR Billion				
				1Q'22	4Q'22	1Q'23	g QoQ	g YoY
Gain Fr Sales of Securities (realized)	2,513	3,190	1,431	433	277	339	22.4%	-21.7%
Increase in Fair Value of Securities (unrealized)	285	0	50	75	29	121	313.3%	62.1%
Fees and Commissions	15,183	16,548	18,470	4,271	4,826	4,927	2.1%	15.4%
Gain from Forex	1,252	1,736	993	411	-74	231	-411.2%	-43.9%
Recovery	7,161	8,918	11,857	2,336	3,612	2,915	-19.3%	24.8%
Others	2,035	2,008	5,520	301	2,947	636	-78.4%	110.8%
<b>Total Other Operating Income</b>	<b>28,430</b>	<b>32,401</b>	<b>38,320</b>	<b>7,827</b>	<b>11,617</b>	<b>9,168</b>	<b>-21.1%</b>	<b>17.1%</b>

## Operating Expenses

Description	2020	2021	2022	IDR Billion				
				1Q'22	4Q'22	1Q'23	g QoQ	g YoY
Personnel	24,980	29,961	29,316	7,179	8,368	7,614	-9.0%	6.1%
General and Administration	16,107	17,693	19,039	3,798	5,906	4,941	-16.3%	30.1%
Losses from sale of Securities and Govt. Bonds	-	34	-	-	-	-	-	-
Promotion	2,146	2,005	2,411	309	974	282	-71.1%	-8.8%
Others	3,163	5,085	5,852	1,332	188	339	79.9%	-74.6%
<b>Total Other Operating Expenses</b>	<b>46,396</b>	<b>54,778</b>	<b>56,618</b>	<b>12,618</b>	<b>15,436</b>	<b>13,175</b>	<b>-14.6%</b>	<b>4.4%</b>



| 1Q'23  
| **BANK ONLY LOAN QUALITY**



# LOAN QUALITY – BANK ONLY

## Classified Loan, Write Off, and Recovery



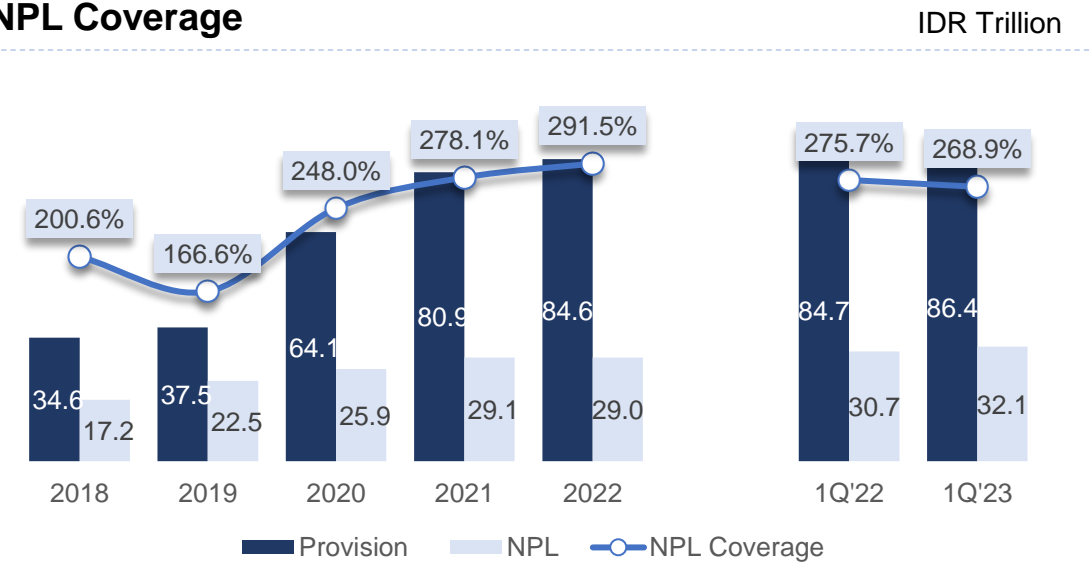
### Non-Performing Loan – by Segment

Segment	2018	2019	2020	2021	2022	1Q'22	1Q'23
Micro	1.01%	1.18%	0.83%	1.49%	1.74%	1.77%	2.24%
Consumer	1.03%	1.10%	1.49%	1.78%	1.83%	1.93%	2.01%
Small	3.14%	3.17%	3.61%	4.05%	4.30%	4.39%	4.45%
Medium	6.80%	5.38%	4.61%	3.57%	2.26%	3.95%	2.06%
Corporate	5.49%	5.18%	7.57%	6.68%	4.68%	5.89%	4.19%
<b>Total</b>	<b>2.16%</b>	<b>2.62%</b>	<b>2.94%</b>	<b>3.08%</b>	<b>2.82%</b>	<b>3.15%</b>	<b>3.02%</b>

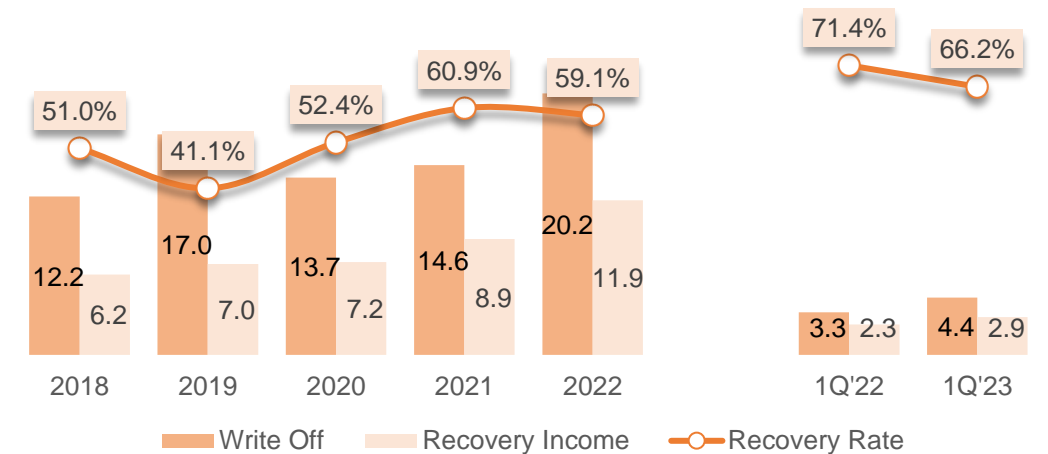
### Special Mention – by Segment

Segment	2018	2019	2020	2021	2022	1Q'22	1Q'23
Micro	3.51%	3.51%	2.47%	3.03%	3.95%	4.44%	6.17%
Consumer	2.49%	2.52%	2.69%	2.20%	2.76%	2.95%	3.45%
Small	4.28%	4.63%	3.19%	3.42%	4.30%	5.46%	5.70%
Medium	2.87%	2.97%	3.07%	3.08%	2.55%	3.14%	3.08%
Corporate	7.73%	5.04%	2.85%	6.94%	4.32%	7.25%	3.46%
<b>Total</b>	<b>3.65%</b>	<b>3.93%</b>	<b>2.75%</b>	<b>3.70%</b>	<b>3.87%</b>	<b>4.91%</b>	<b>5.08%</b>

### NPL Coverage



### Write Off & Recovery





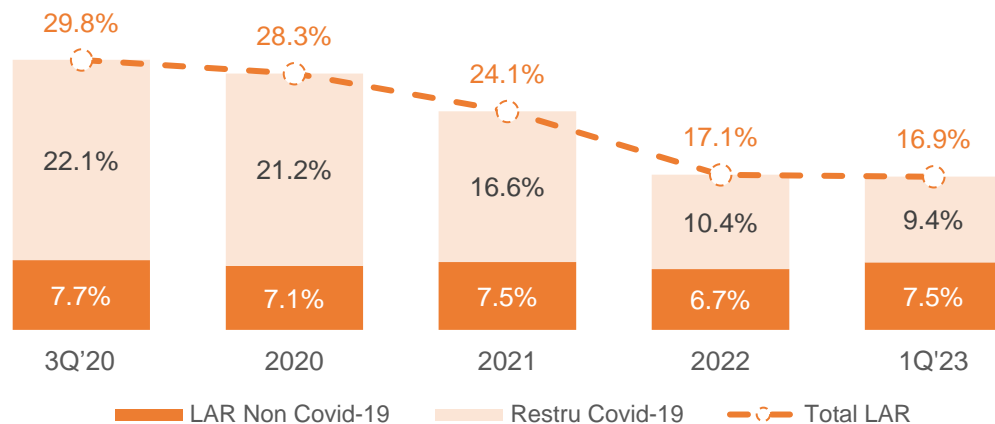
# LOAN QUALITY – BANK ONLY

Loan at Risk Continues to Decline Coupled with More Adequate Provisioning



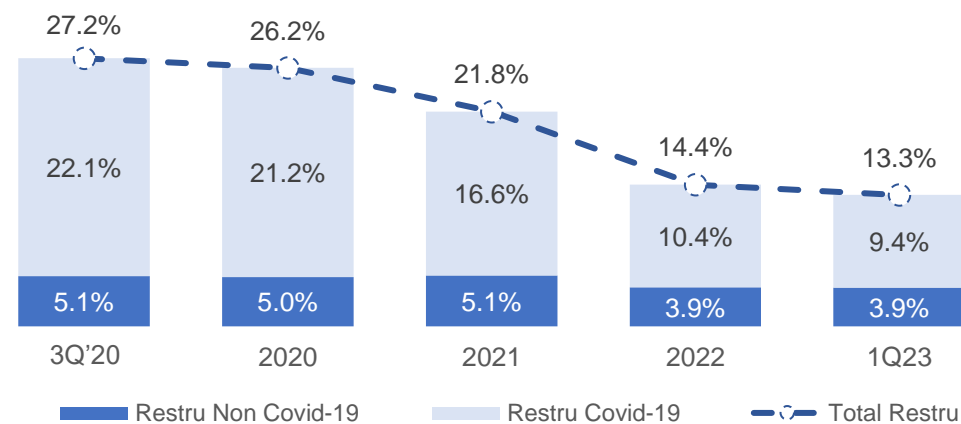
## Loan at Risk

% to Total Loan

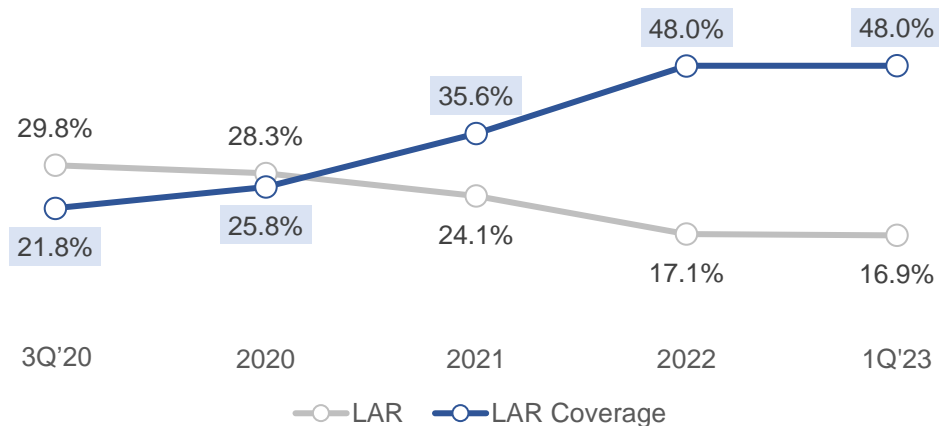


## Total Restructured Loans

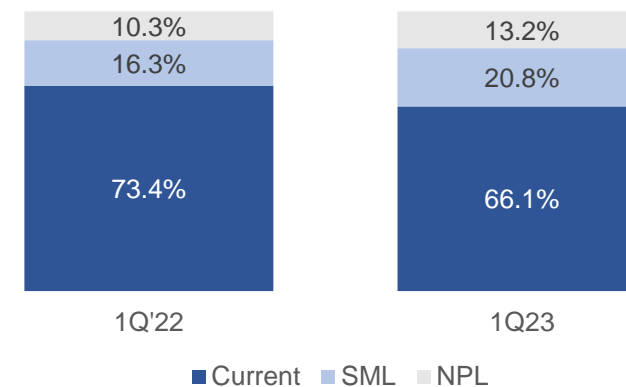
% to Total Loan



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



## Total Restru. Loan by Collectability



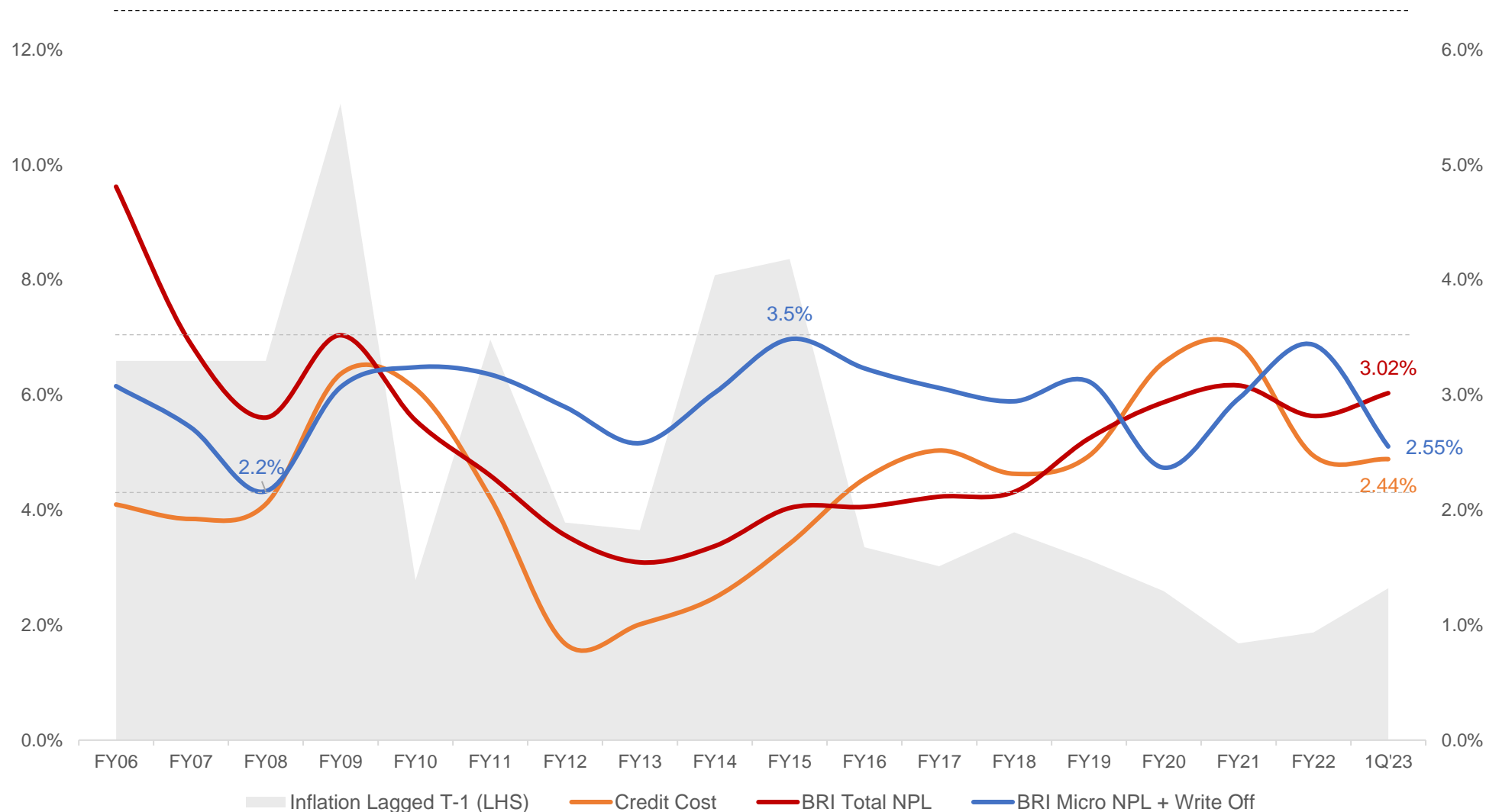


# WELL MANAGED PEAK TO TROUGH ASSET QUALITY

## Minimal Historical Impact of Inflation on Micro Asset Quality



### Inflation vs Asset Quality vs Credit Cost



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



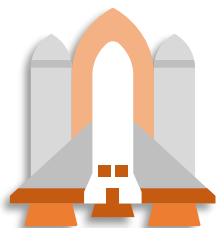
A large, light blue ink splatter graphic is positioned behind the 'ESG INITIATIVES' text. To the left of the text, there are two vertical bars, one blue and one orange, stacked vertically.

# ESG INITIATIVES





# BRI SUSTAINABILITY STRATEGY



**BRIVOLUTION<sup>2.0</sup>**

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

"World Class Sustainable Banking  
Group focusing on **Environmental,  
Social, and Governance**  
dimensions"

## SUSTAINABILITY PILLAR STRATEGY

### Environmental

*Onboarding Climate  
Change strategy*

- Green banking policy
- Environmental risk management
- Carbon emissions management
- Operational eco-efficiency

### Social

*Empowering the  
community*

- Human capital management
- Human rights
- Financial inclusion
- Social responsibility

### Governance

*Maintaining good  
corporate governance*

- Product governance
- Corporate governance
- Business ethics
- Information/cyber security system

## KEY ESG INITIATIVES

Q1'22

- Establishment of BRI's Sustainable Strategy

Q2'22

- **First Bank in Indonesia** as Signatory of Partnership for Carbon Accounting Financials (PCAF)
- Issued Green Bond (IDR 5 Tn)
- Issued Policy on Fixed Asset Management & ESG-Based Procurement

Q3'22

- Issued Respectful Workplace Policy
- Green Campaign Implementation (Zero Waste to Landfill)
- New Green office Building "BRILIAN Tower"
- BRI Menanam Program

Q4'22

- Issued Data Management Policy
- Installation of the Public Electric Vehicle Charging Station
- Electric vehicles as operational vehicles
- Issued Pulp & Paper Loan Policy
- Conducted Financed Emission Calculation

Q1'23

- New Regulation on Principles of Human Rights in Employment
- Solar Panel Installation at BRI Tower Medan
- Participant of United Nations Global Compact (UNGC)



## BRI Green Portfolio

### Assets

**IDR 80.2T**

Loans to Green Sectors

**7.5%**

of BRI total loan

As of 1Q'2023

Renewable Energy: **IDR 6.8 T**

Green Transportations: **IDR 11.9 T**

Green Building: **1.9 T**

Other Environmentally Friendly Sector: **IDR 59.6 T**

### Liabilities

**BRI Sustainability Bond 2019**

**26%** of total bond proceeds used for **Green Projects**

**BRI Geen Bond 2022**

**80%** of total bond proceeds used for **Green Projects**



## BRI Green Operations

As of 1Q'2023



• BRILIAN Tower is a 37 floor Green Building that received Gold category greenship certificate from the Green Building Council Indonesia in 2022



Public Electric vehicle charging station at the Head Office



**50 Unit**  
Electric motorcycle



**43 Unit**  
Electric cars



**143 Solar Panels**  
at BRI Tower Medan



Waste Management System (238 tonnes of waste were recycled during August – December 2022)



## Carbon Emission Management

As of FY'2022

### Scope 1



**132,235**  
Ton CO2e

### Scope 2



**360,135**  
Ton CO2e

### Scope 3



**11,147,801**  
Ton CO2e

BRI has carried out financed emission calculation. The calculation and reporting of financed emissions refers to The Global GHG Accounting and Reporting Standard, The Partnership for Carbon Accounting Financials (PCAF) standards and Science Based Target Initiative (SBTi).



## BRI Tree Planting Program

As of 1Q'2023

**Target**

**1,75 Mn trees until 2023**



BRI Tree Planting (BRI Menanam) has distributed 680,848 tree seedlings and reached 2,196 villages throughout Indonesia



**317.695** distributed to  
KUR borrowers



**363.153** tree seeds  
planted in **2.196** villages



# SUSTAINABLE BUSINESS ACTIVITIES



## Micro & SMEs

IDR 630.7 Tn

## Renewable Energy

IDR 6.8 Tn

## Clean Transportation

IDR 11.9 Tn

## Pollution Prevention & Control

IDR 1.7 Tn

## Terrestrial & Aquatic Biodiversity Conservation

IDR 587 Bn

## Sustainable Business Activities\*

### Loan Portfolio

As of 1Q 2023  
11.1% YoY

IDR 639.8 Tn  
65.6% of Total Loans

IDR 710.9 Tn  
66.7% of Total Loans



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

## Environmentally Sustainable Management of Living Natural Resources & Land Use

IDR 53.2 Tn

## Green Building

IDR 1.9 Tn

## Sustainable Water and Wastewater Management

IDR 3.9 Bn

## Eco-efficient Product, Production Technologies and Processes

IDR 4.1 Tn

## Other Sustainability-related projects

IDR 42.5 Bn

## BRI Loan Policy

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

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

### Specific Loan Policy

#### ■ CPO Sector

Required to has an ISPO/RSPO certificate or at least has registered in the ISPO certification process

#### ■ Pulp & Paper Sector

Requires to comply to HCV, HCS, FSC, IFCC, and Timber Legality Verification System (SVLK).

### 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





# BRI ESG FUNDING



## SUSTAINABILITY BOND

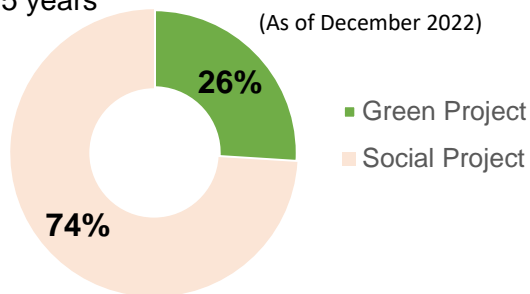
**First Sustainability Bond** in Southeast Asia with RegS Format



### Transaction Highlight

- **Issue date:** 21 March 2019
- **Size:** \$500 Million
- **Maturity:** 5 years

### Proceeds Allocation



### Contribution to SDGs



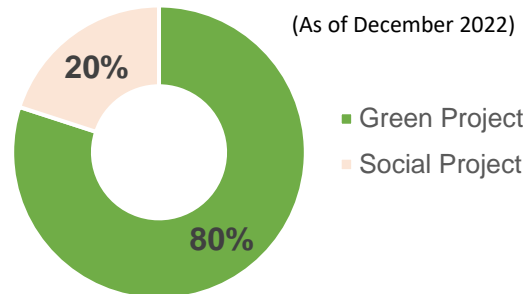
## GREEN BOND

The **Largest** PUB (Shelf Registration) of Green Bond in Indonesia

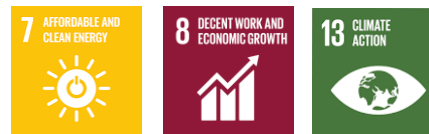
### Transaction Highlight

- **Issue date:** 21 July 2022
- **Size Phase I:** IDR 5 trillion
- **Maturity:** 5 years

### Proceeds Allocation



### Contribution to SDGs



## SUSTAINABILITY-LINKED LOAN

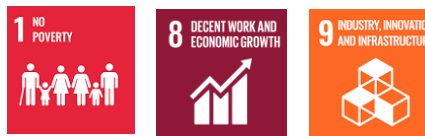


**The First Asia Financial Sector** launching sustainability-linked loan

### Transaction Highlight

- **Signing Date:** 26 August 2022
- **Facility Size:** USD 1 billion
- **Sustainability Performance Target (SPTs):** % Micro Loan Composition
- **Tenor:** 4 years

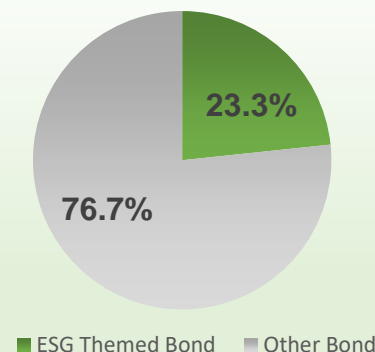
### Contribution to SDGs



## BRI ESG Bond Issuance

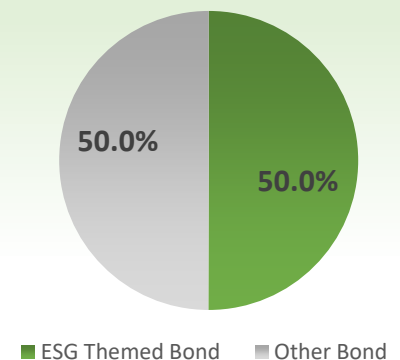
**As of 1Q 2022**

Total Bond Issuance Rp 30.79 Tn



**As of 1Q 2023**

Total Bond Issuance Rp 34.97 Tn



**Growth ESG Bond: 143.7%YoY**



# SOCIAL - PERFORMANCE HIGHLIGHTS



## BRI Social Portfolio

As of 1Q'2023

### Assets

**IDR 630,7 T**

Loans to MSME Sector

**59.2%**

of BRI total loan

### Liabilities

**BRI Sustainability Bond 2019**

**74%** of total bond proceeds used for **Social Projects**

**BRI Geen Bond 2022**

**20%** of total bond proceeds used for **Social Projects**

## Financial Inclusion

### BRI Digital Advisor



To increase the financial and digital literacy of our customers, BRI introduced Digital Advisors. This concept increases customers' digital savviness and assist them in completing digital financial transactions

### BRI's Significant Role in Financial Inclusion

**84.0%**

Financial Inclusion by Use of Products or Services

**39.6%**

Financial Literacy

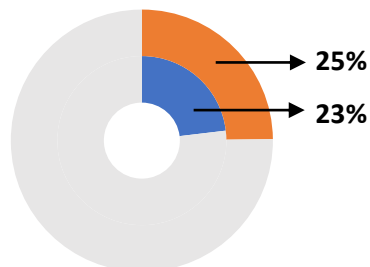
**23.8%**

Depth of Financial Inclusion

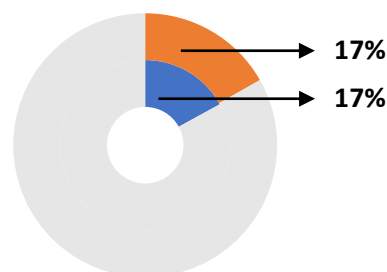
\* Based on BRI Institute's 2022 research

## Gender Equality

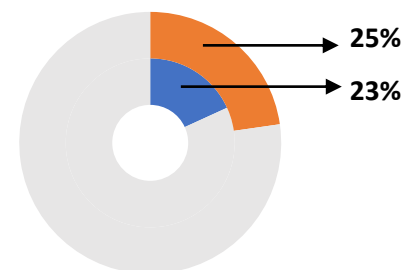
### % Woman in Management



### % Woman in BOD-1&2



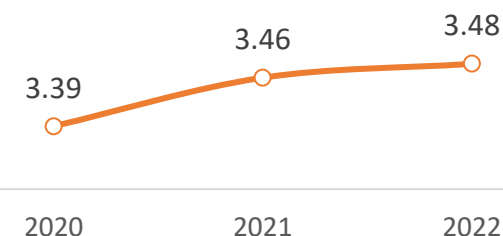
### % Woman in BOM



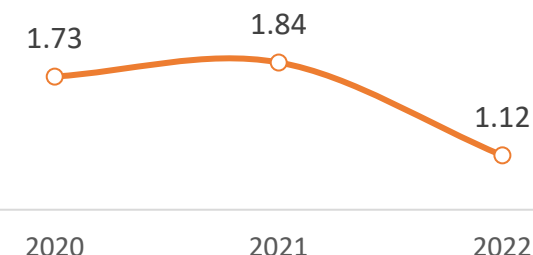
■ 2021

■ 2022

## Employee Engagement Index



## Employee Turnover Rate



## Human Rights Policy

- Internal policy regarding Respectful Workplace Policy (July 2022)
- Internal policy concerning Principles of Human Rights in Employment (March 2023)



# BRI FOR COMMUNITY

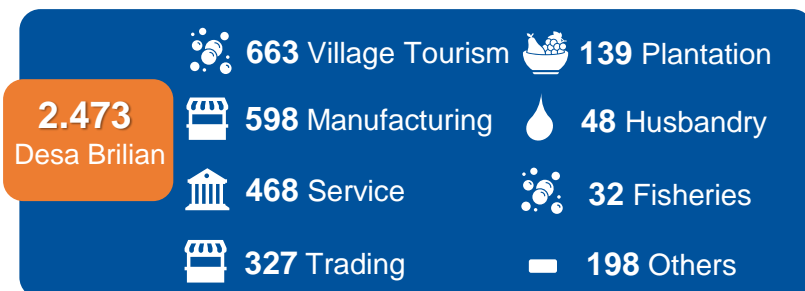


## BRILIAN VILLAGE EMPOWERMENT



Village empowerment program with the aim of creating economically independent villages and able to grow sustainably

### DESA BRILIAN Profile



## MSMEs UPSCALE PLATFORM



The Online Platform, which can be accessed through the website & application, aims to upscale MSME through a series of integrated empowerment programs

### Linkumkm features highlight:



- ❑ Application based: Available @Playstore / @Appstore
- ❑ Web based: linkumkm.id

## BUSINESS CLUSTER EMPOWERMENT (KLASTER HIDUPKU)



Business Cluster Empowerment Programs which formed based on similarities in business, fields and interests

### Business Cluster Criteria:

- At least consist of 8 people
- Regional similarities
- Having similar business or commodities



## PASAR RAKYAT INDONESIA (PARI)



PARI (Indonesian People's Market) is an Integrated Commodity Platform that provides transactions convenience and various solutions for commodity ecosystem players in a holistically integrated BRI services







# ULTRA MICRO ECOSYSTEM EMPOWERING UNDERPRIVILEGED WOMEN



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

As of 1Q'2023



**+40,600**

Mekaar Account Officer

All Mekaar Account Officers are female



**+14.5Mn**

Female Borrowers

↑25.7% YoY



**+IDR 39.2 Tn**

Loan Outstanding

↑36.6% YoY



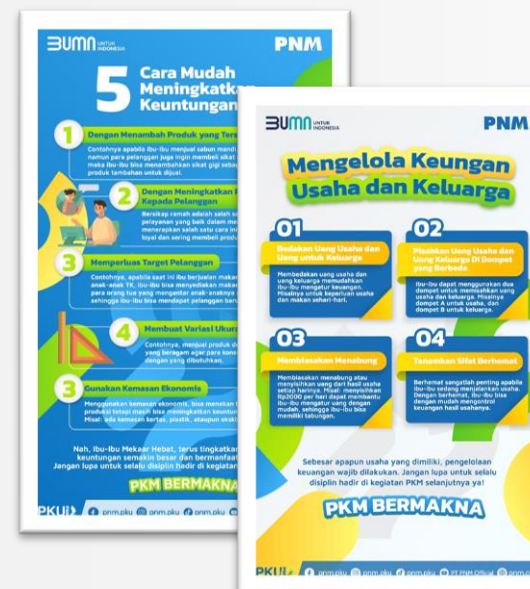
## PNM Mekaar Business Capacity Development Initiatives

### Training for Borrower Preparation

Training Program for prospective customers of PNM Mekaar

Carried out for 3 days prior to loan disbursement

### Meaningful Weekly Group Meeting



Meaningful Weekly Group Meeting (PKM Bermakna) is carried out by Mekaar Loan Officer through weekly group meeting activities

#### Women Empowerment as part of the Meeting Schedule

- Importance of saving
- Reading business opportunities
- Managing business and family finances, etc.

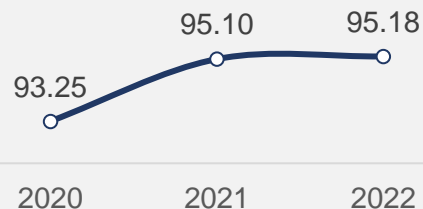


# GOVERNANCE - PERFORMANCE HIGHLIGHTS



## BRI Governance Rating

Corporate  
Governance  
Perception  
Index  
(CGPI)



The highest CGPI Score among others SOE Bank, with an increase in score from 93.25 (2019) to 95.18 (2022)



Top 3 Public Listed Companies in Indonesia in the ASEAN Corporate Governance Scorecard (ACGS)

## ESG Governance at BRI

### Dedicated ESG Division

Established an ESG Division, a dedicate working unit that is responsible for ESG and Sustainable Finance implementation at BRI

### ESG Committee

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

## Sustainability & Governance Policy

• - - - - • **New Policy in 2022 & 2023** • - - - - •

### Sustainability Policies and Strategies

Regulates policies and strategies as well as the implementation of ESG aspects which aim to achieve sustainable finance including the ESG Roadmap and Strategic Initiatives.

### Fixed Asset Management & ESG-Based Procurement

Regulates the guidelines for the implementation of ESG-based fixed asset management and procurement at BRI

### Data Protection

Regulates the implementation of personal data protection to ensure the compliance of all individuals involved in the personal data process

### Implementation Anti Money Laundering and Counter Financing of Terrorism

Refinement of BRI's 2022 AML and CFT regulation which regulates the implementation of AML and CFT including management supervision, CDD procedure, employee training on AML&CFT program, etc.

## Customer's Data Privacy & IT Security Management

### 1 Dedicated Data Management & IT Security Division



**Enterprise Data Management Division**  
Specifically handles Data Management



**Information Security Division**  
Specifically handles Cyber Security

### 2 IT Security Certified



**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

## Complaint Channel

### Whistleblowing System



PO BOX 1895 JKP 10900



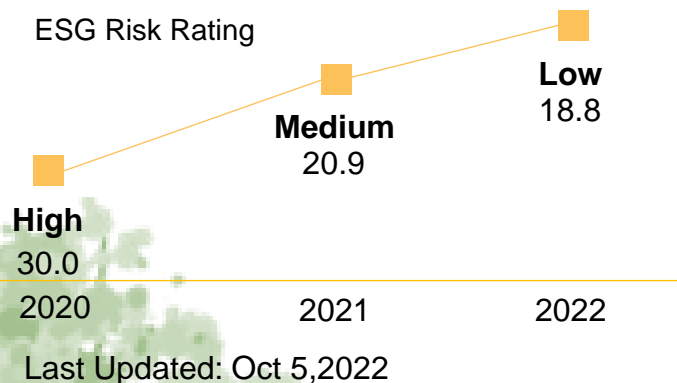
0811 8200 600



whistleblower@corp.bri.co.id

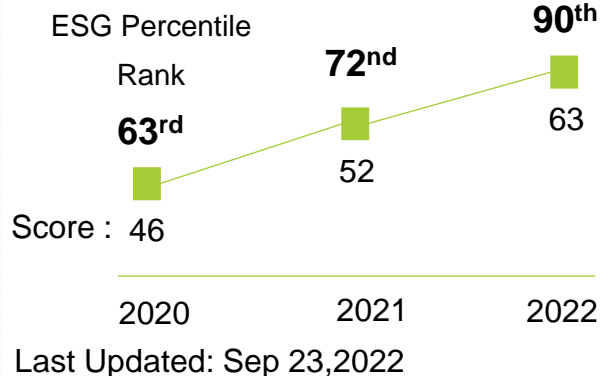


<https://www.bri.co.id/whistleblowing-system>



CORPORATE SUSTAINABILITY ASSESSMENT (CSA)

Dow Jones Sustainability Indices



PT. Bank Rakyat Indonesia (Persero) Tbk Banks

**Sustainability Yearbook Member**

S&P Global ESG Score 2022

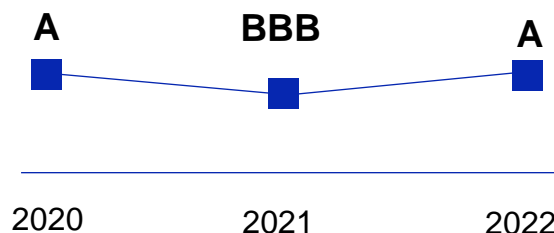
**63** / 100

As of February 7, 2023. Position and Score are industry specific and reflect exclusion screening criteria. Learn more at [spglobal.com/esg/yearbook](https://spglobal.com/esg/yearbook)

S&P Global



ESG Rating



Last Full Rating Review Updated: Nov 23, 2022



OVERALL SCORE **110.2**

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



CGPI SCORE **95.18**  
Most Trusted Company

Increased from 93.25 in 2019



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**

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

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



# RECOGNITION OF BRI'S ESG INITIATIVES



## ESG AWARDS 2022



**BEST SUSTAINABILITY  
LINKED-LOAN INDONESIA**  
THE ASSET ASIAN AWARD 2022



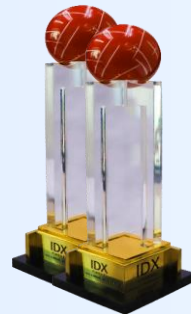
**BEST ISSUER FOR  
SUSTAINABLE FINANCE  
INDONESIA**  
THE ASSET ASIAN AWARD 2022



**GOLD WINNER – CATEGORY  
ENVIRONMENT, GOLD  
WINNER – CATEGORY  
SOCIAL**  
IDEAS AWARD 2022



**BEST BANK FOR DIVERSITY  
& INCLUSION, BEST BANK  
FOR ESG IN INDONESIA**  
ASIA MONEY AWARD 2022



**PRIMARY AWARD IN  
SUSTAINABILITY CATEGORY,  
SPECIAL AWARD: INTEGRATED  
GREEN ECONOMY PROGRAM**  
IDX CHANNEL ANUGERAH INOVASI  
INDONESIA 2022



**HR ASIA BEST  
COMPANIES TO WORK  
FOR IN ASIA 2022**  
HR ASIA

## BEST ESG DISCLOSURE AWARD



**LEADERSHIP AAA**  
**ESG Disclosure Awards 2022**  
B UNIVERSE & BUMI GLOBAL KARBON (BGK)



**PLATINUM RANK**  
ASIA SUSTAINABILITY  
REPORTING RATING  
(ASRRAT) AWARDS 2021



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



The background features abstract paint splashes in light blue and beige. On the left, there are two overlapping photo collages. The top collage, with a blue border, shows a group of people, mostly women in hijabs, sitting on the ground with various fruits like apples and oranges. The bottom collage, with an orange border, shows two people, a man in a hat and a woman in a hijab, planting a small tree in a field. To the right of these collages is a large, light blue starburst shape.

**OTHERS**

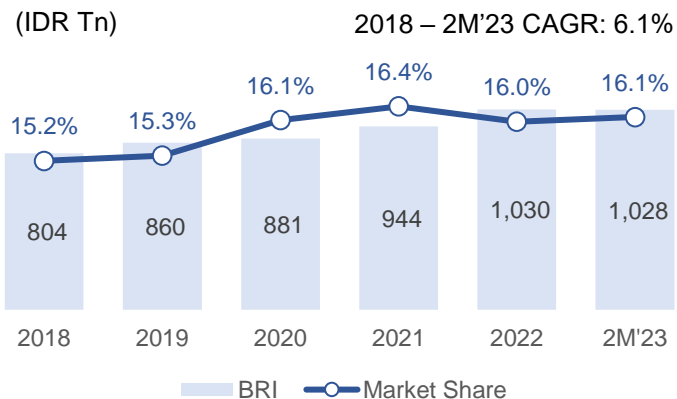


# BRI vs INDUSTRY

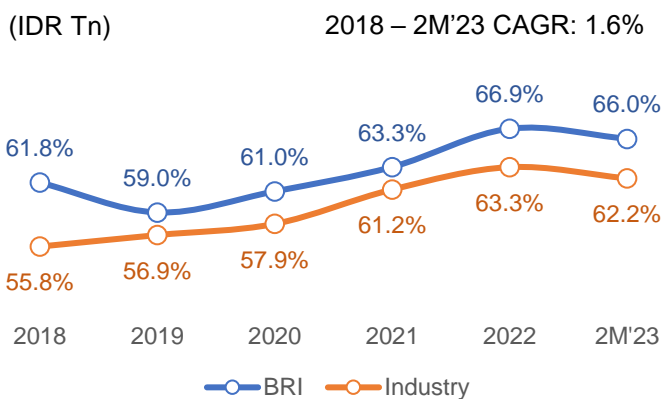
Outperforming the Industry Across Multiple Metrics



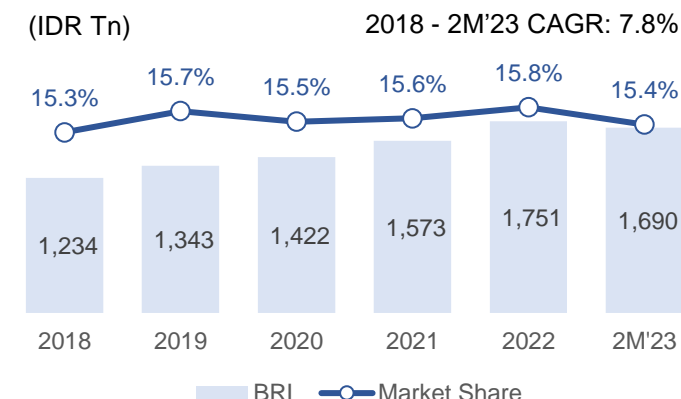
## Loan



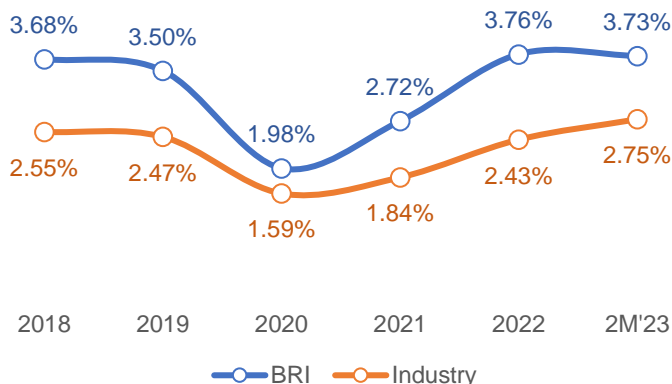
## CASA %



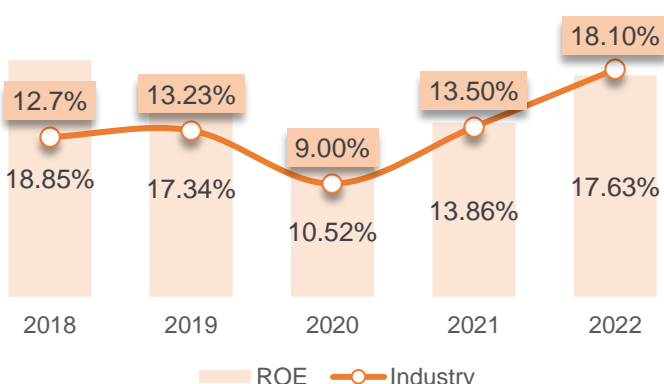
## Asset



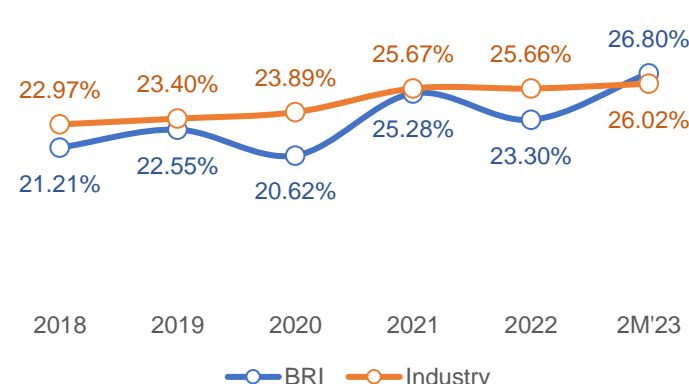
## ROA



## ROE



## CAR

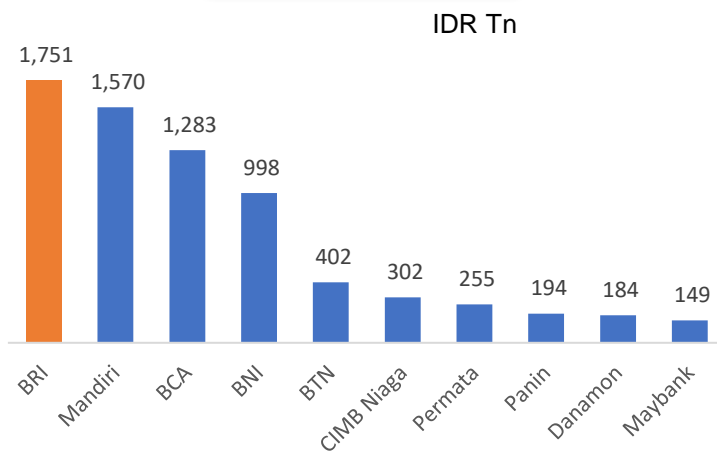




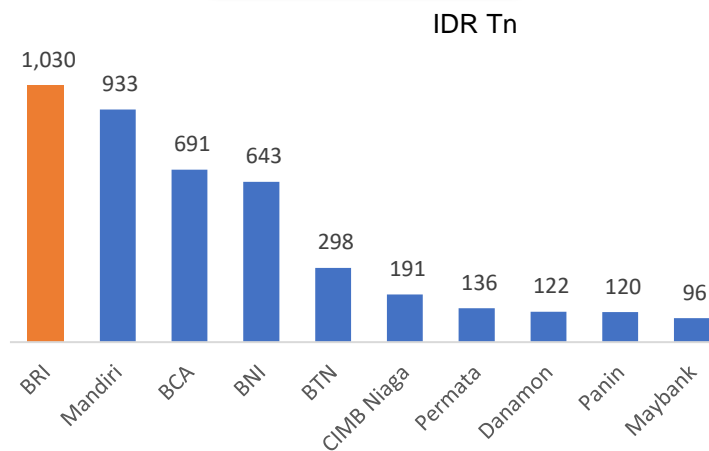
# BBRI VS PEERS – Bank Only as of December 2022



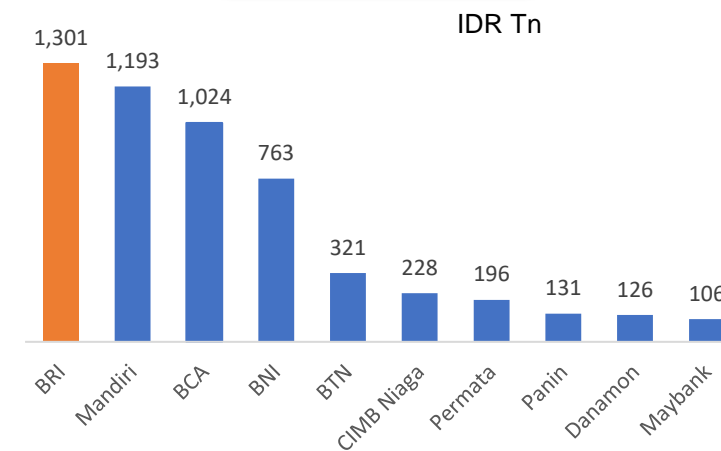
Total Assets



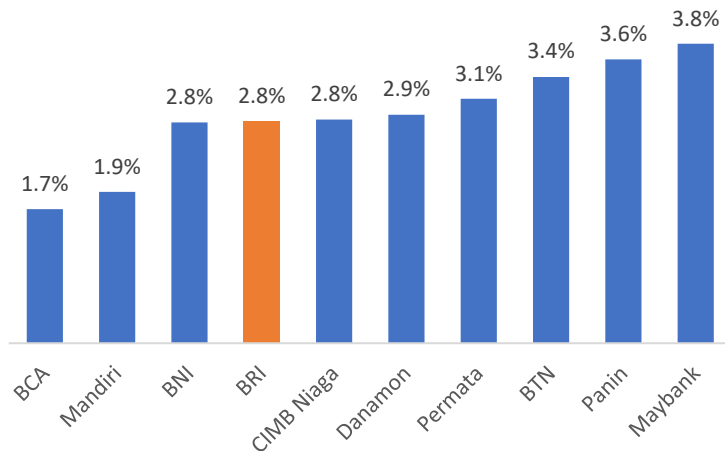
Total Loans



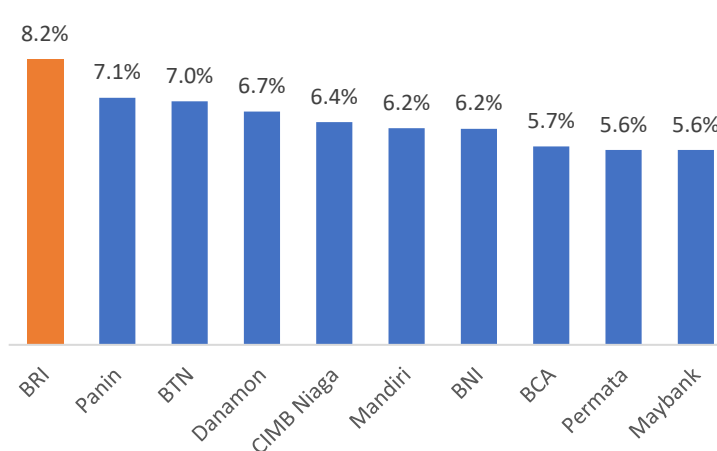
Total Deposits



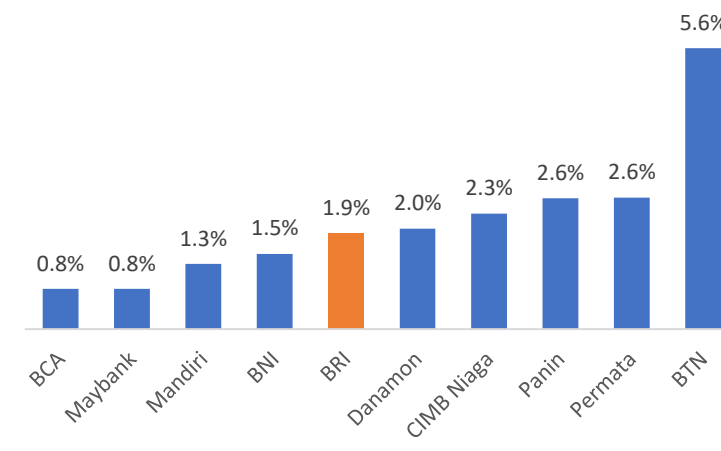
NPL Ratio (Gross)



Yield on Assets (p.a.)



Cost of Funds



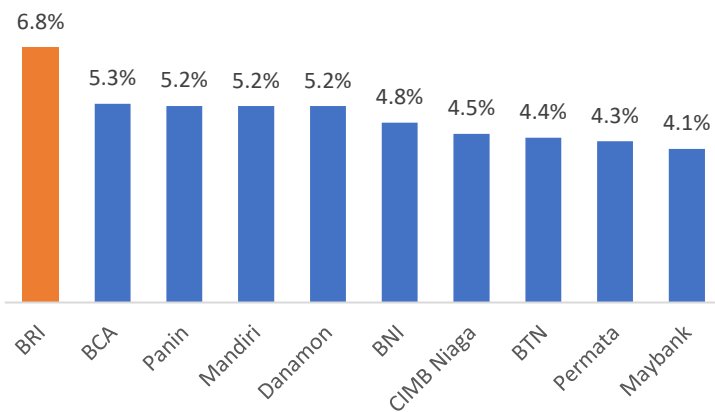




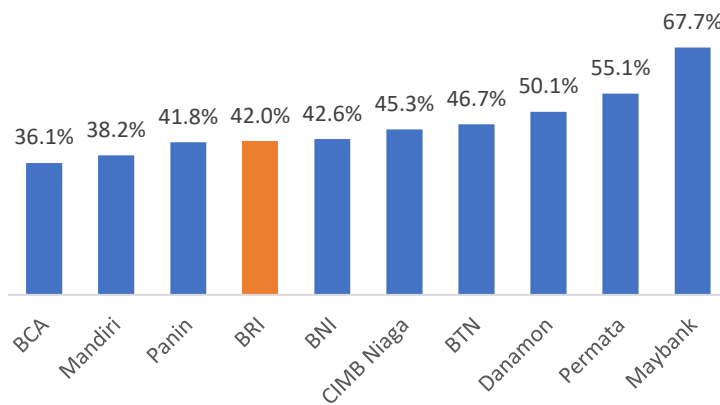
# BBRI VS PEERS – Bank Only as of December 2022



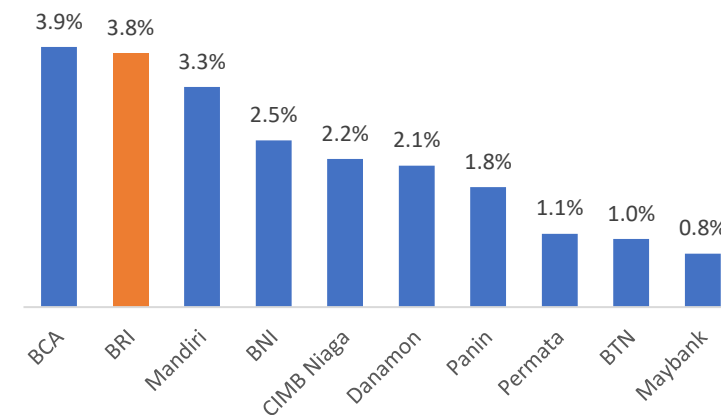
## Net Interest Margins



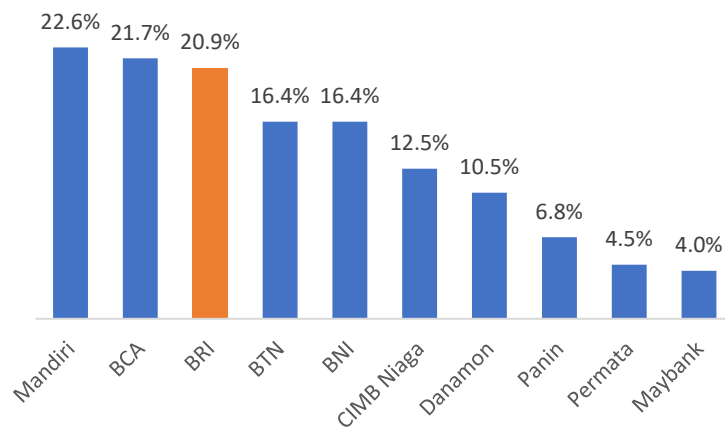
## Cost to Income Ratio



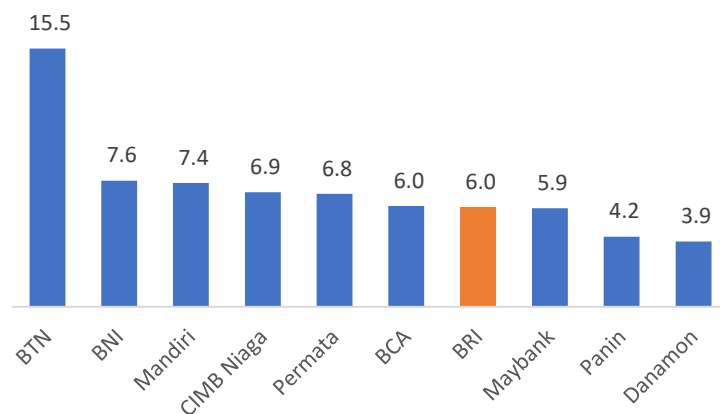
## Return on Assets



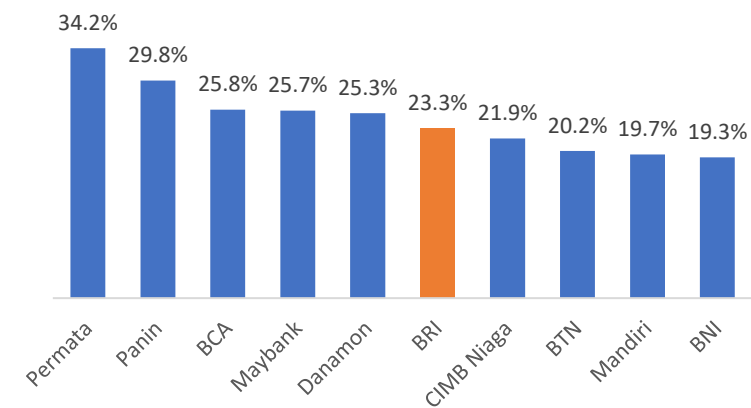
## Return on Equity



## Assets to Equity



## Capital Adequacy Ratio





# BRI'S NETWORK

The Most Extensive Network Across Indonesia

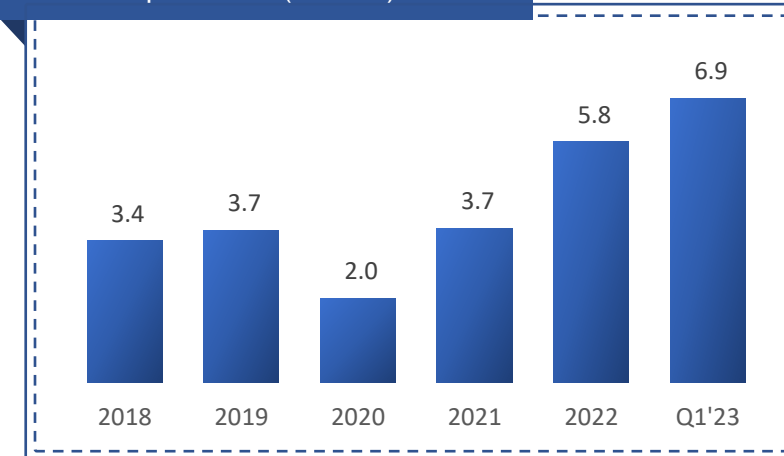


Branchless Network	2018	2019	2020	2021	2022	Q1'23	YtD
BRIlink Agents	401,550	422,160	504,233	503,151	627,012	650,780	23,768
Office Type	2018	2019	2020	2021	2022	Q1'23	YtD
Head Office	1	1	1	1	1	1	0
Regional Office	19	19	19	18	18	18	0
Branch Office & Special Branch Office	463	462	462	451	449	449	0
Branch Overseas Office	5	5	5	6	6	6	0
Sub-Branch Office*	609	608	608	588	579	579	0
Sub-Branch Overseas Office	3	3	3	3	3	3	0
BRI Units*	5,381	5,382	5,382	5,222	5,156	5,144	-12
Cash Office*	580	568	547	525	506	506	0
BRI Terrace*	2,069	2,049	1,867	1,697	1,370	1,201	-169
Mobile BRI Terrace	133	133	132	132	117	117	0
Ship BRI Terrace	3	4	4	4	4	4	0
<b>Total</b>	<b>9,266</b>	<b>9,234</b>	<b>9,030</b>	<b>8,647</b>	<b>8,209</b>	<b>8,028</b>	<b>-181</b>

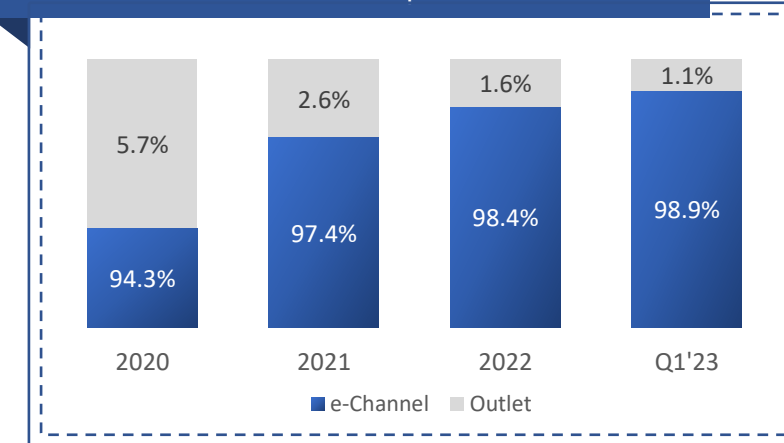
E-Channel	2018	2019	2020	2021	2022	Q1'23	YtD
ATM	22,684	19,184	16,880	14,463	13,863	13,852	-11
EDC	224,618	204,386	198,785	203,027	228,340	249,209	20,869
CRM	2,609	3,809	5,809	7,407	8,007	8,007	0
e-Buzz	57	57	57	57	57	57	0
<b>Total</b>	<b>249,968</b>	<b>227,436</b>	<b>221,531</b>	<b>224,954</b>	<b>250,267</b>	<b>271,125</b>	<b>20,858</b>

\*In accordance with POJK No. 12/POJK.03/2021 concerning Commercial Banks, there are adjustments for the types of BRI Unit Offices, Teras BRI and BRI Cash Offices are included in the category of Sub-Branch Offices. Here, the data is still separated.

Net Profit per Outlet (IDR Bn)



Outlets vs E-Channel Trx Composition



E-Channel transaction includes: ATM, CDM, BRIlinks, BRIMO, and Internet Banking.



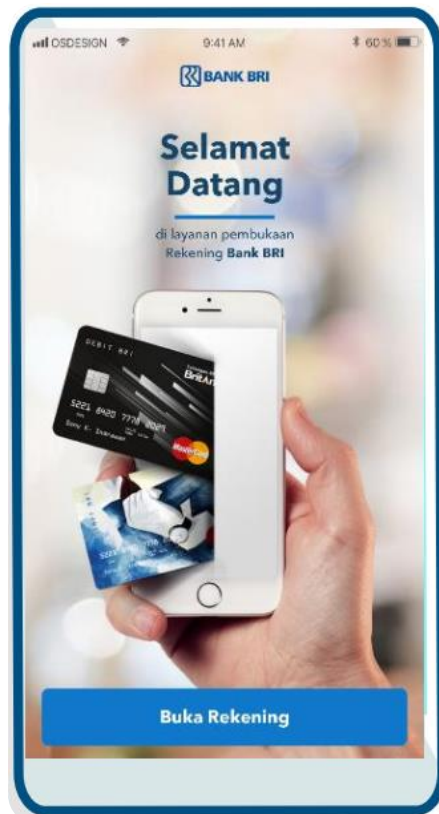
## DIGITAL SAVING

Digital Business Process, Easy Access to Banking Services



### DIGITAL SAVING

...Create account anytime anywhere...



#### Web Browser

[www.bukarekening.bri.co.id](http://www.bukarekening.bri.co.id)

#### Digital Onboarding through BRIMO Apps

#### BRI Digital Saving Advantages

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

Tabungan BRI  
**BritAma**

**BritAmaX**

Tabungan BRI  
**BritAma**  
Bisnis

Tabungan BRI  
**BritAma**  
pro

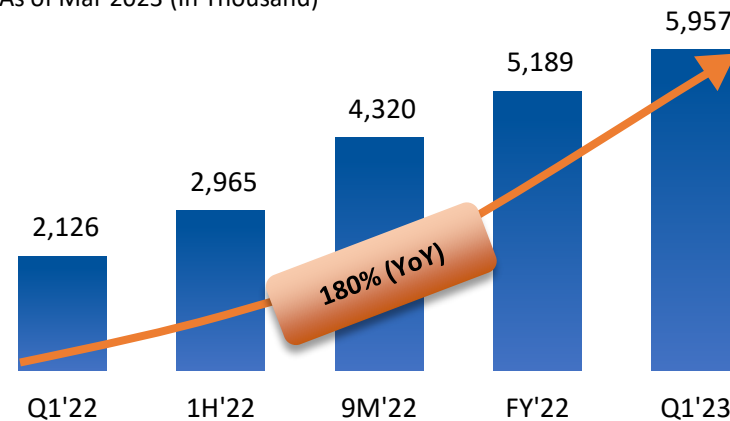
**Simpedes**  
BISA

Tabungan BRI  
**Simpedes**  
Si Serba Bisa

**Giro BRI**  
Transaksi Bisnis Anda

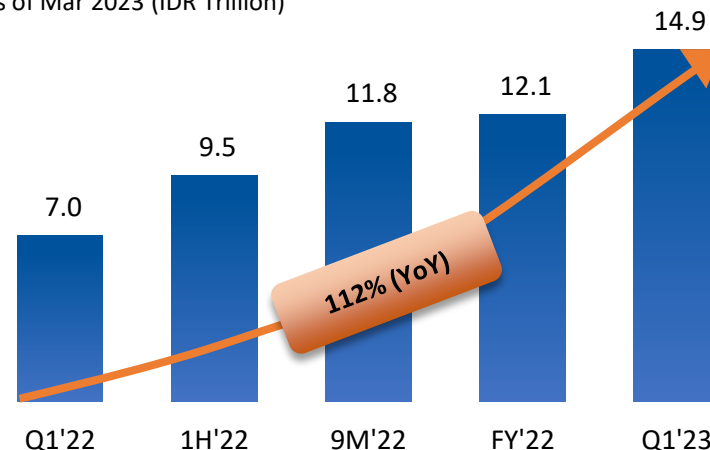
### # Total Account

As of Mar 2023 (In Thousand)



### # Deposit Amount

As of Mar 2023 (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.



Sales Volume **IDR 111.4 Tn**



**18.2% yoy**

Transaction **117.5 Mn**



**22.4% yoy**

Fee Based Income **26.0 Bn**



**73.2% yoy**

**766**

Total  
Partners

As of March 2023

## 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 March 2023

Platform	User	#Transaction	Volume
<b>BRIMOLA</b> (for LPG Agent & Distributor)	~140K (24.7% YoY)	~867K (-56.0% YoY)	~IDR 3Tn (21.0% YoY)
<b>BRI Smart Billing</b>	~485K (80.9% YoY)	~86K (-23.3% YoY)	~IDR 581Bn (% YoY)
<b>Junio Smart</b>	~399K (45.7% YoY)	~465K (135.0% YoY)	~IDR 366Bn (18.1% YoY)

## Online Traditional Market Platform



Launched on June 2020

#Registered Market	<b>6,633 (1.1% YoY)</b>
#Market Traders	<b>215.8K (11.7% YoY)</b>
#Transaction	<b>50.0K</b>
Transaction Volume	<b>IDR 5.6 Bn</b>

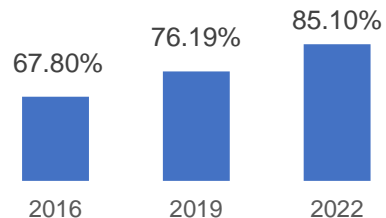


# DIGITAL ADVISOR

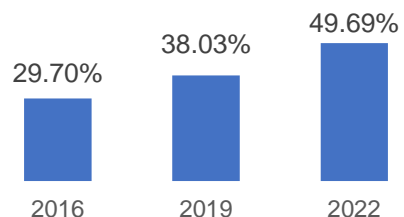
Follow and Aid in the Customer's Digital Journey



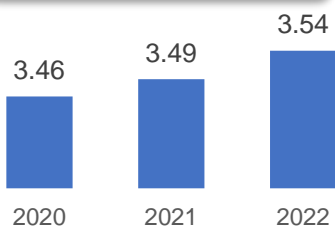
## Financial Inclusion Index



## Financial Literacy Index



## Digital Literacy Index



To increase the financial and digital literacy of our customers, BRI introduced Digital Advisors to assist customers

- Based on The OJK's survey, Indonesia Financial Inclusion Index shown increasing trend reach 85.10% in 2022. However, the Financial Literacy Index remain relatively low at 49.69%.
- The survey held by The Ministry of Information and Communication in 2022 also shows that the National Digital Literacy Index remains in the Medium category (score 3.54 out of 5)



## 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.

**“Digital Advisor proactively educates BRI’s customers to prevent Social Engineering”**



### Source :

- National Survey of Financial Literacy and Inclusion 2022 by Financial Services Authority
- National Digital Literacy Index Survey Results 2021 by Ministry of Information and communication Indonesia



## BRI International & Domestic Ratings

### FitchRatings

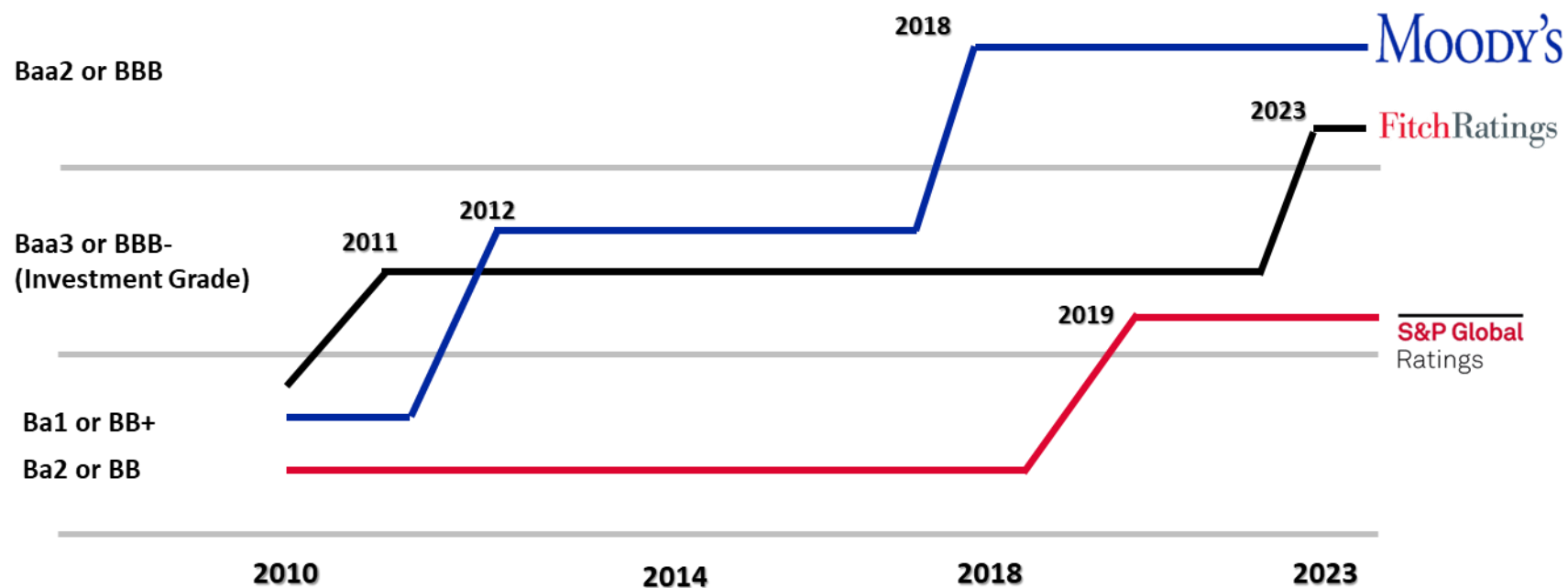
- Long Term Rating : BBB
- Short Term Rating : F2
- Viability Rating : bb+
- Government Support Rating : bbb
- National Long-Term Rating : AAA
- National Short-Term Rating : F1+
- Outlook : Stable

### 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
- Outlook : Stable

### S&P Global Ratings

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



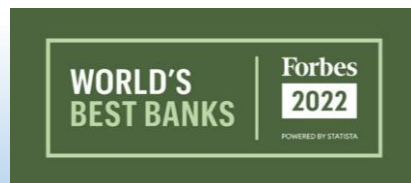
PEFINDO  
CREDIT RATING AGENCY

- National Rating : id AAA  
Stable Outlook





**SME Banker of the Year & Best in Treasury and Working Capital - SME's**  
The Asset Triple A Treasury, Trade, Sustainable Supply Chain & Risk Management Awards 2022



**The World's Best Bank 2022**  
FORBES



**Best Companies to Work for in Asia**  
HR Asia Award 2022



**The Best Bank 2022: Capital Tier 1 more than IDR 70 trillion**  
Investor Magazine Award 2022



**Best GCG, Best Corporate, Best CEO, Best Growth & Survival Strategy**  
11<sup>th</sup> Anugerah BUMN 2022 (SOE Award)



**Best Manged Bank in Indonesia & CEO Leadership Achievement for Indonesia**  
The Asian Banker Leadership Achievement Awards 2022



**The Best Government Bank in Service Excellence: Commercial Bank**  
Infobank 19<sup>th</sup> Service Excellence Awards 2022



**Best IT Planning & Project Portfolio, Best Transformation & Digital Innovation, Best Digital Readiness for G20,**  
Digital Technology & Innovation Award 2022



**Marketeers OMNI Brand of The Year 2022**



**Best MSME Bank, Best Supporter Of Rupiah And Foreign Currency Monetary Control**  
BI Award 2022



# Thank You

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