

FY2025

FINANCIAL UPDATE PRESENTATION

PT. Bank Rakyat Indonesia (PERSERO) Tbk.



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MACRO OUTLOOK & STRATEGY UPDATE



Hery Gunardi
Group CEO



Viviana Dyah Ayu R.K*
Deputy Group CEO

- Prior:
- Director of Finance and Strategy, BRI (2021 – 2025)
 - EVP of Subsidiary Management (2018 – 2021)
 - 23 Years in BRI



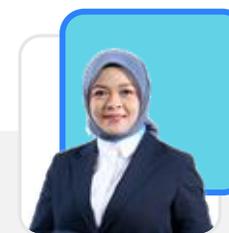
Achmad Royadi*
Director of Finance & Strategy

- Prior:
- SEVP Treasury and Global Service, BRI (2021 – 2025)
 - EVP IR BRI (2018 – 2021)
 - 26 years in BRI



Aris Hartanto*
Director of Consumer Banking

- Prior:
- CEO, BRILife (2024-2025)
 - Regional CEO BRI (2022 – 2024)
 - 23 years in BRI



Ety Yuniarti*
Director of Risk Management

- Prior:
- SEVP of Retail Risk, BRI (July 2025 – Dec 2025)
 - EVP Market Portfolio Enterprise Risk Management BRI (2020 – 2025)
 - 21 years in BRI



Mahdi Yusuf*
Director of Legal & Compliance

- Prior:
- CEO, Bank Lampung (2025)
 - Director of Compliance, Bank Lampung (2020 – 2025)



Aquarius Rudianto
Director of Network & Retail Funding



Farida Thamrin
Director of Treasury & International Banking



Alexander Diplo Paris Y.S.
Director of Commercial Banking



Akhmad Purwakajaya
Director of Micro Business



Riko Tasmaya
Director of Corporate Banking



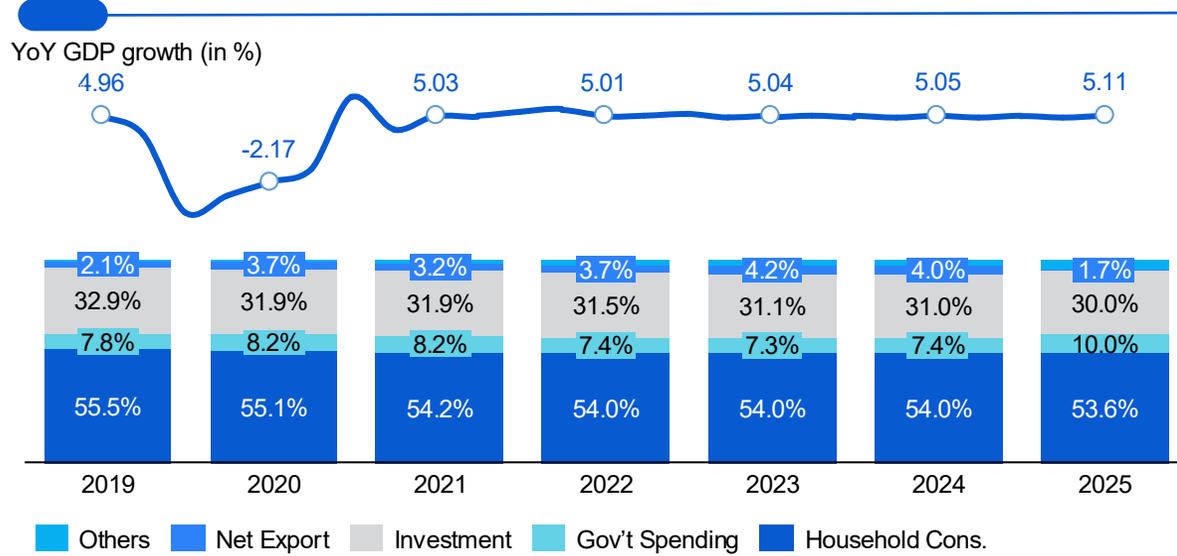
Hakim Putratama
Director of Operations



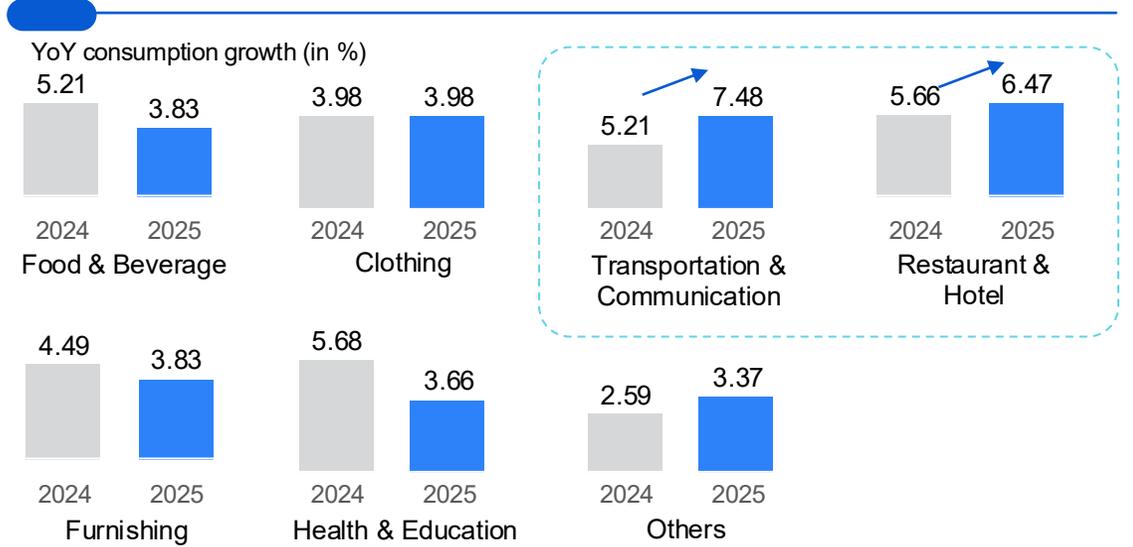
Saladin Dharma Nugraha Effendi
Director of Information Technology

*) Effective after successfully obtaining approval and passing the Fit and Proper Test administered by the Financial Services Authority (OJK)

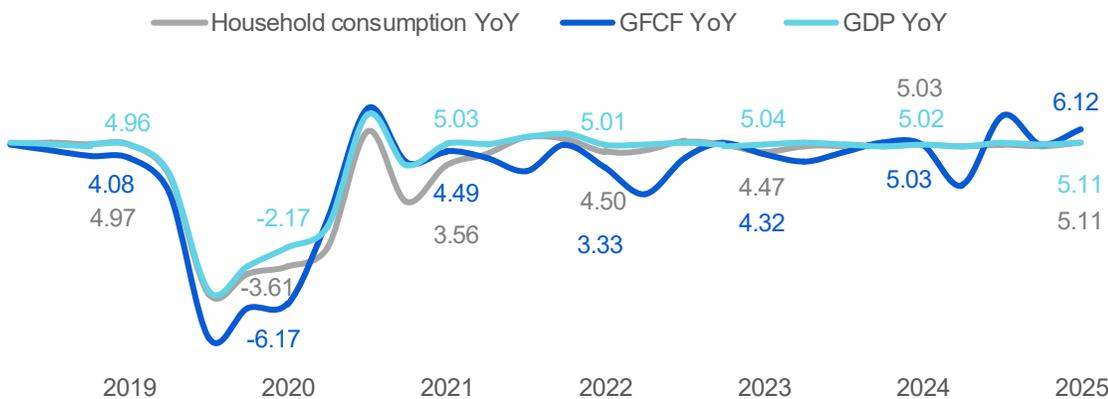
GDP growth remains resilient in 4Q25..



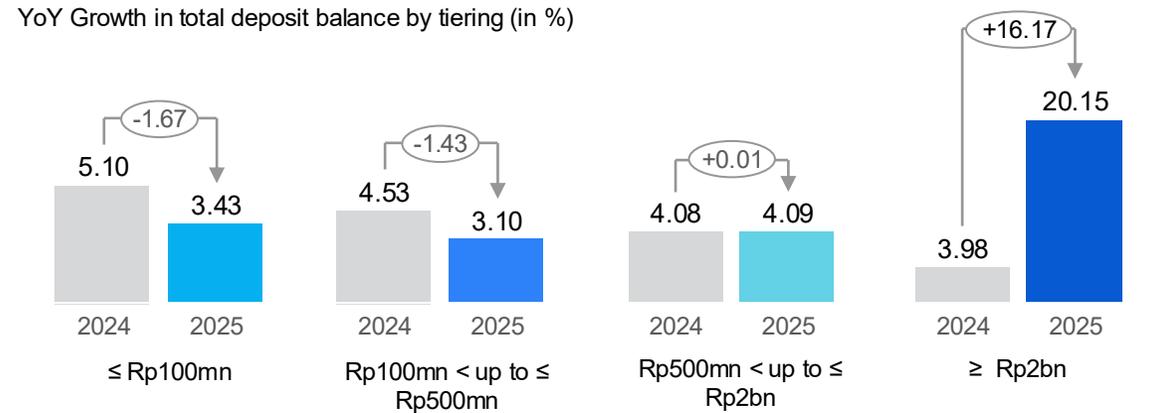
...While selective consumption led by the upper-middle segments...



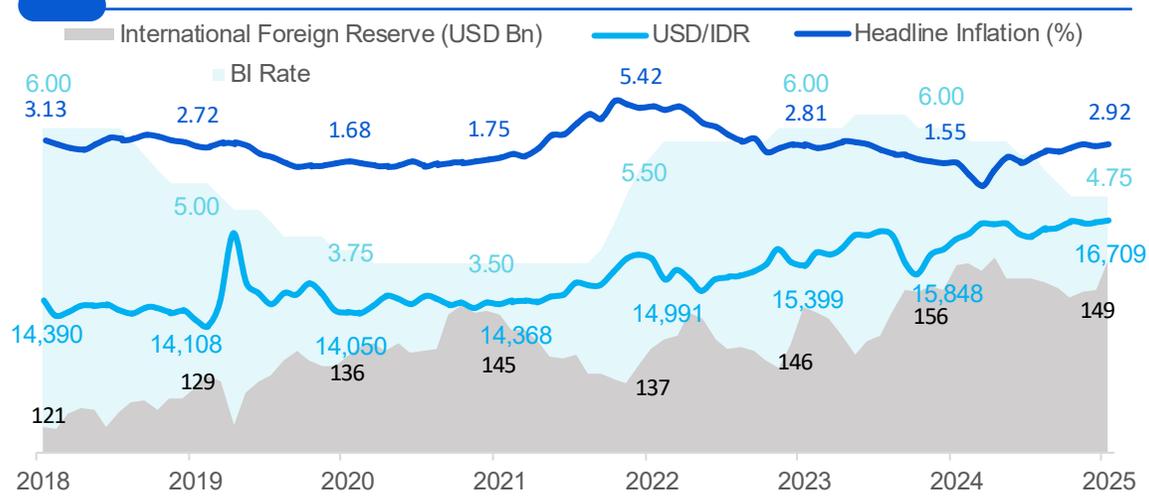
..Consumption anchors GDP, Investment growth reflects improving business activity..



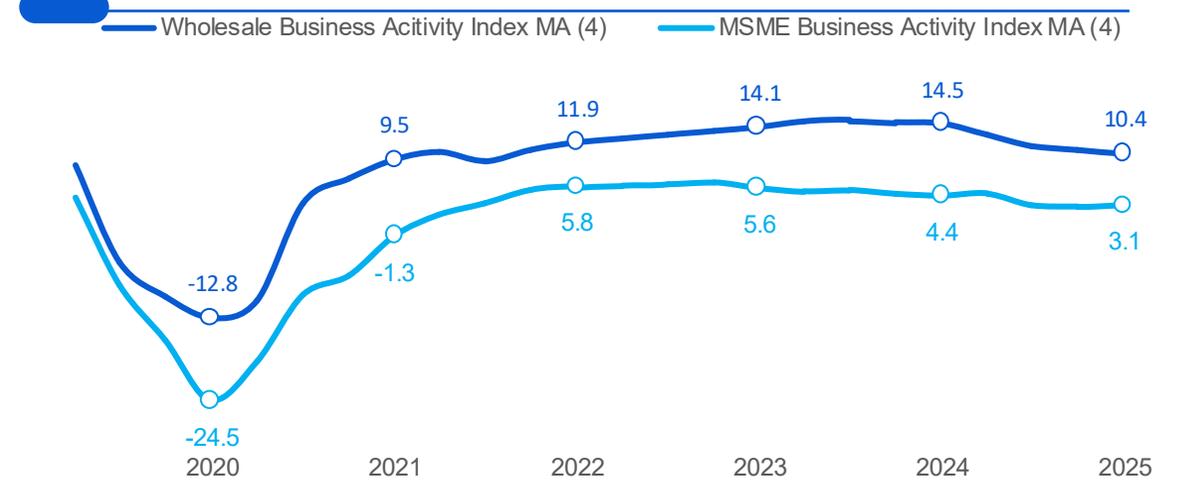
..Moreover, deposit growth was also driven by upper-tier segments



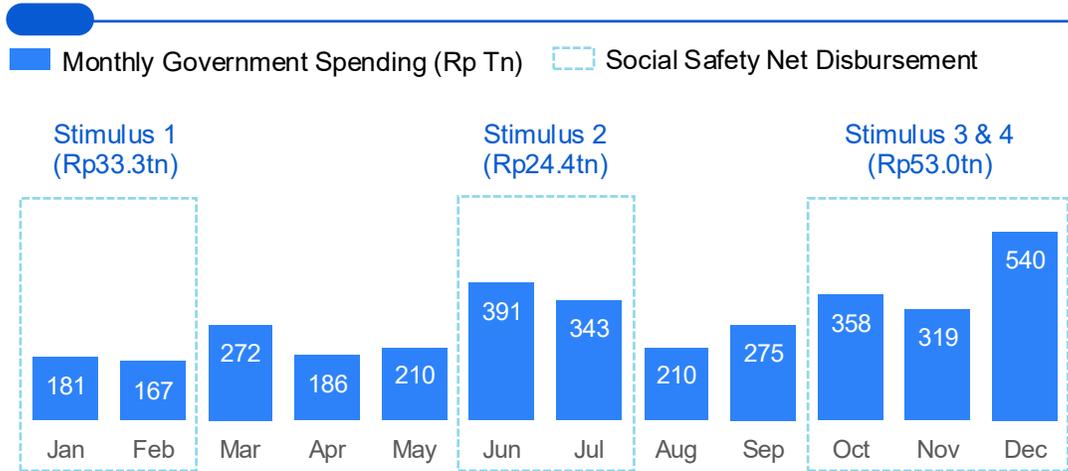
Steady inflation and strong FX Reserves support declining benchmark rate trend..



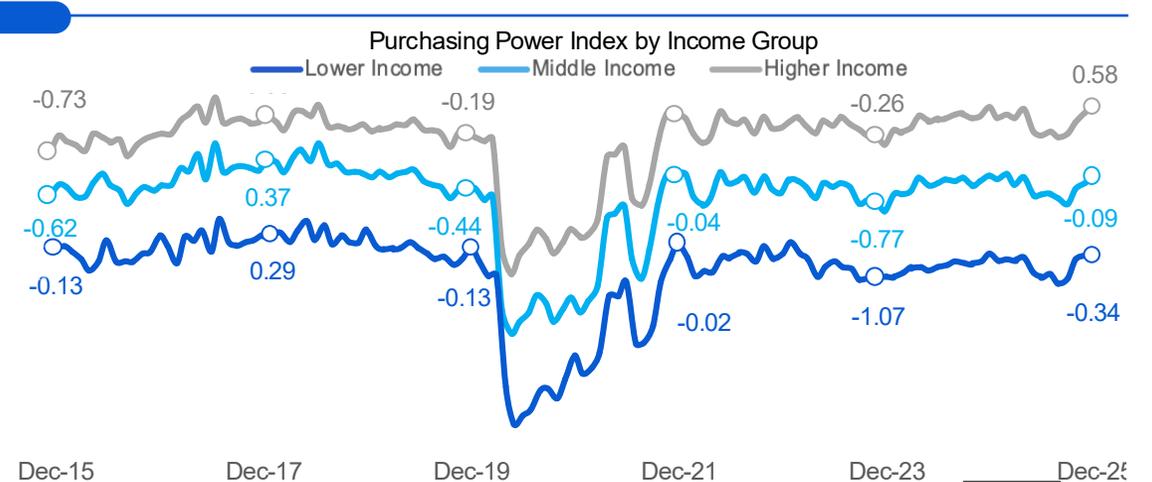
..MSME recovers, but activity remains skewed toward Wholesale segment..



..Fiscal disbursement accelerated in 4Q25, supporting domestic demand..

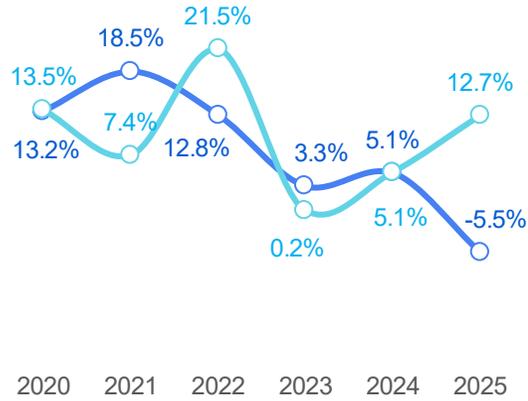


..Fiscal spending supports short-term rebound, lower income recovery remains weak

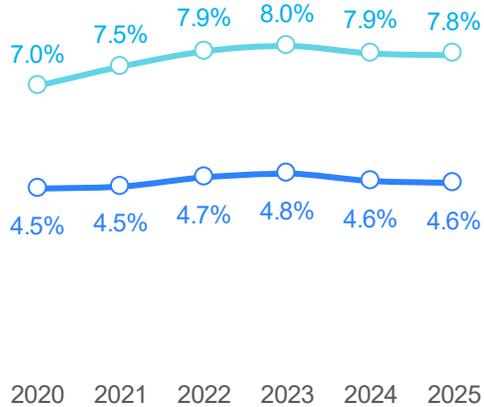




CASA YoY Growth



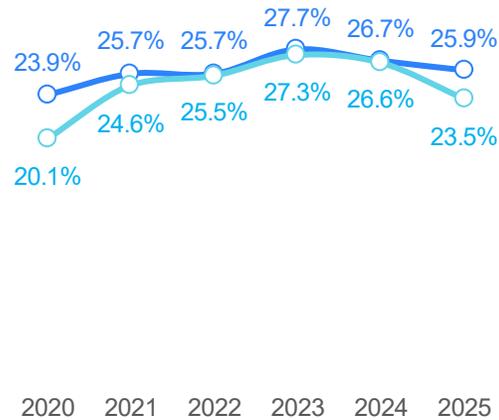
NIM



Loan YoY Growth



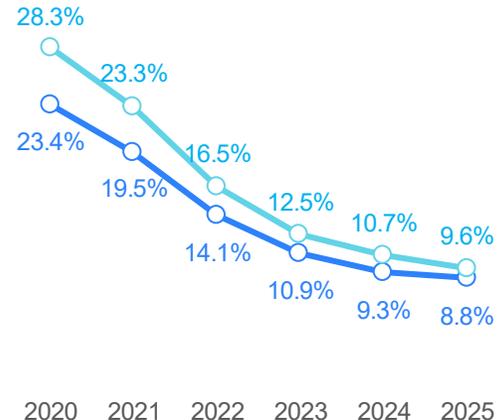
CAR



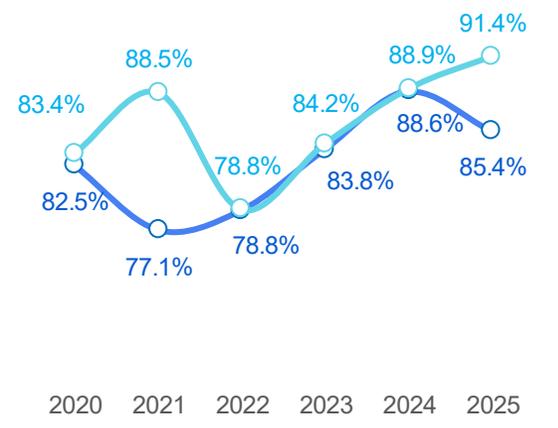
Deposit YoY Growth



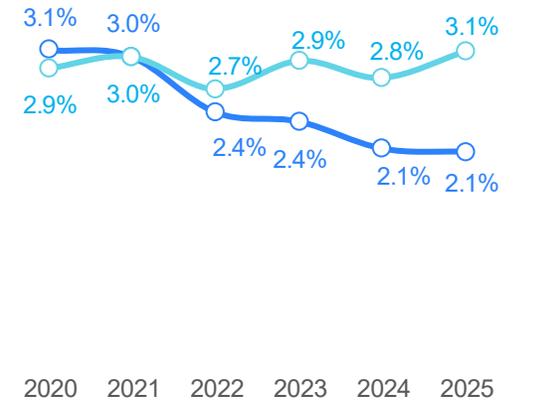
LaR



LDR



NPL



Executing a High-Impact Transformation to Strengthen Funding, Scale Core Business, and Capture New Growth

Shift to healthier and sustainable growth



Transform the funding franchise

Strengthen Low-Cost Funding

- Accelerating CASA growth through optimization of digital channels and deeper penetration of business clusters to strengthen the low-cost funding base
- Strengthening customer acquisition and retention through collaboration and cross-selling of products, supported by enhanced organization, product offerings, and RM capabilities

Improve Transaction Banking Capability

- **Retail:** Enhancing SuperApp capabilities – BRIImo, QRIS, EDC; building dominance within business cluster ecosystems
- **SME & Wholesale:** Increasing customer business transactions by leveraging Qlola as an integrated platform and transaction tool, supported by improvements in application functionality and stability



Revamp existing core, build new core

Revamping Micro Business

- Strengthening Micro business processes, including BRISpot and pipeline management, as well as enhancing underwriting models to improve asset quality
- Enhancing loan officer's capabilities through stronger discipline in the use of digital tools and improvements to career progression pathways

Accelerating New Core

- Accelerating Consumer business growth through ETB utilization, with a focus on payroll-based lending, BRIGUNA, mortgages, and auto loans
- Diversifying growth by accelerating the gold pawn business through integration of BRI outlets and distribution via BRIImo.
- Growing Commercial and Corporate businesses with a focus on customer value chains and transaction-led banking

Build world-class foundations



Human Capital

- Enhancing talent management and succession planning
- Improving workforce productivity through enhancements to the Performance Management System and strengthening workplace culture



Risk

- Strengthening risk culture across all business lines
- Enhancing operational risk management
- Strengthening the early warning system



IT and Digital

- Strengthening digital infrastructure
- Delivering more personalized solutions
- Leveraging data and AI to improve the accuracy and speed of decision-making.



Distribution

- Strengthening the role of Area Heads
- Optimizing the branch and operating network
- Enhancing interaction models across units



Operations

- Centralizing operations
- Simplifying business processes
- Business process reengineering



Rebranding

- Refreshing bank-wide branding
- Restructuring the branding architecture for products and services

As a Part of BRInnovation Re-ignite, BRI Has Been Starting to Implement Initiatives to Capture Transactions and Improve Asset Quality

✓ Projects Done

➤ Ongoing Initiatives

Retail Funding & Transaction focuses on improving productivity all channels and enhanced collaboration across business segments and subsidiaries

Asset quality initiatives aim to strengthen credit discipline and reduce NPLs through improved loan officer's capabilities, processes, and risk controls

Optimize Digital Channels

Roll out key programs for business merchants and QRIS ✓



Strengthen Relationship with Anchor Merchants

Increase BRImo penetration through Urban lifestyle communities ✓



Optimize Business Cluster

Optimizing territorial coverage, ecosystem, and customer value chain penetration ✓

Enhance Branches Capability

Strengthening branches' capabilities through expanded services, strategic relocation, and hybrid-digital expansion ➤



Collaboration Across Business Unit & Subsidiaries

Enhancing collaboration with subsidiaries to expand digital channels utilization across their ecosystems ✓



Human Capital, Organization & Risk Management

Enhance Core Capabilities ➤
Strengthen Capability through certification, training, and manpower to improve early detection and recovery



Redesign Organization and Roles ➤
Establish Segment-based Risk Groups and Remodel Loan Officers Roles



Business Process Improvement

Improve Operations and Digital Enablers

✓ Enhance E2E underwriting through Pre-washed pipelines, automated monitoring, and early warning indicators



➤ Enhancing the Loan Origination System

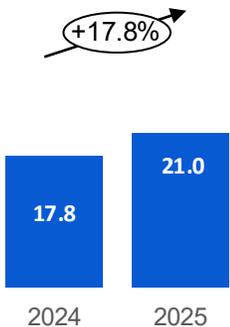
Enhance Policy and Procedures

✓ **Enhance Pre-screening and Underwriting**
Introducing granular, data-driven micro loans policies (scoring, RAC, sector guidance) to improve risk selection

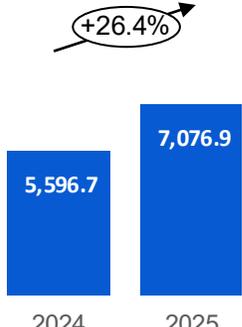


Key Metrics Growth YoY

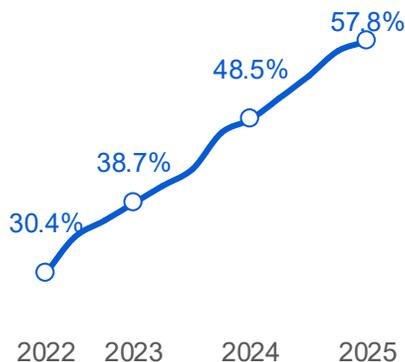
Monthly Active Users (in Mn)



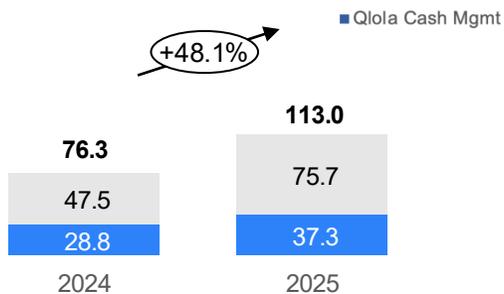
Transaction Value (Rp Tn)



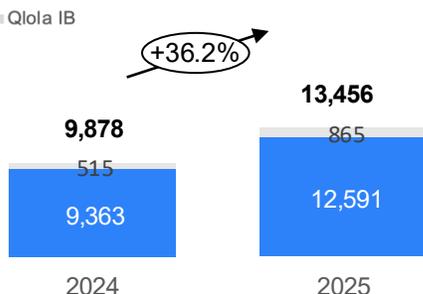
BRIMO Penetration Rate*



Active Users (in Thousand)

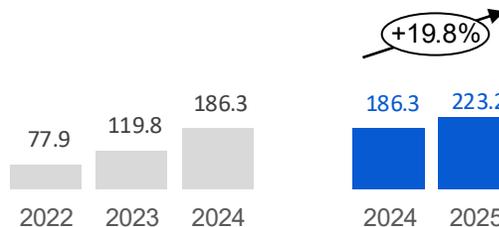


Sales Volume (Rp Tn)

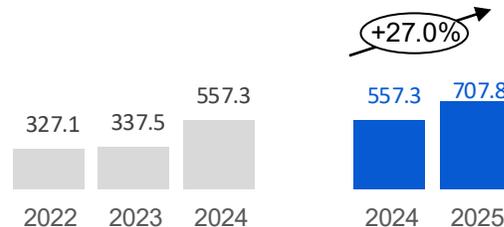


Business Merchant

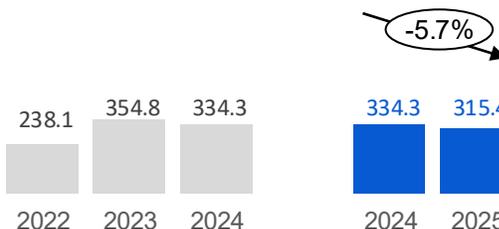
Sales Volume (Rp Tn)



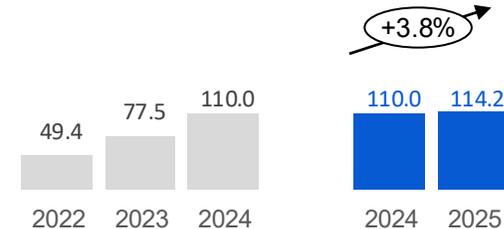
Sales Volume/ Merchant (Rp Mn)



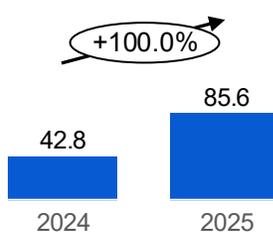
Merchant (in thousand)



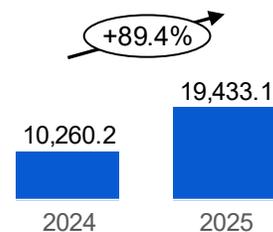
Productive Merchant (in thousand)



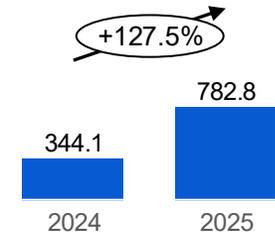
Sales Volume (Rp Tn)



Sales Volume/ Store (Rp thousands)



Transactions (in Bn)



*) BRIMO penetration rate was based on total eligible customers

**) The metric for EDC productivity is monthly sales volume ≥ Rp15 million per EDC

Driving End-to-End Consumer Growth



Payroll loan

- Expanding ETB penetration within the customer base from the high-quality payrolls



Auto Loan

- Developing a fast-track mechanism to accelerate SLA, while strengthening the pairing between BRI, BRI Finance, and dealers



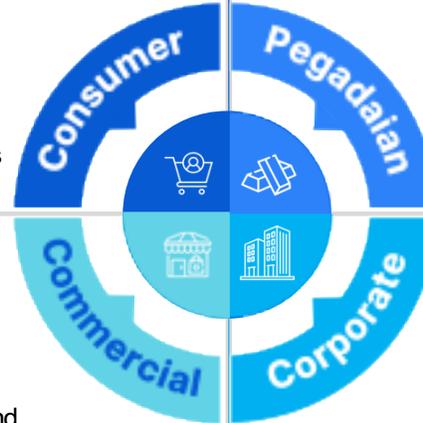
Mortgage

- Expanding tier-1 & local champion developer partnerships



Wealth Management

- ✔ Strengthening acquisition through targeted campaigns, tailored solutions and integrated cross-selling to deepen affluent and business owner relationships



Focusing on The Strong and Sustainable Growth



Targeted Expansion with Enhanced Credit Discipline

- ✔ Strengthening sector-focused (e.g. agriculture, FMCG, manufacturing, healthcare, education) and regional local champions, supported by cashflow-based assessment and ecosystem linkages, while streamlined credit processes improve turnaround time



CASA Generator

- Strengthening CASA acquisition and deepening product holdings across the Commercial client ecosystem, by expanding operating balances, providing high-quality payroll, and acquiring priority and wealth clients, while structurally increasing deposit intensity toward a higher customer's deposit-to-loan ratio

Tapping into Indonesia's gold ecosystem



Implementing the Bullion Services



Establishing a strong retail product portfolio



Expanding to the B2B market



Building a gold business ecosystem



Introducing *TRING!*



Tring is a digital app launched by Pegadaian to unify and digitize Gold Investment and Pawn Services into one super app for:



- loan installment,
- Gold savings and term deposits,
- gold savings-collateral loan,
- billing payment and e-wallet top-up.

Quality Growth Driven By Transaction-led Relationships

Driving Growth Through Strategic Client Acquisitions

Enhancing digital transaction banking, trade, cash management, and FX, alongside structured, syndication, and supply-chain solutions



End-to-End Ecosystem Approach

Unlocking cross-segment value chains through an E2E approach, alongside a strategic shift from a predominantly SoE focus toward broader private sector exposure

Value chain generator

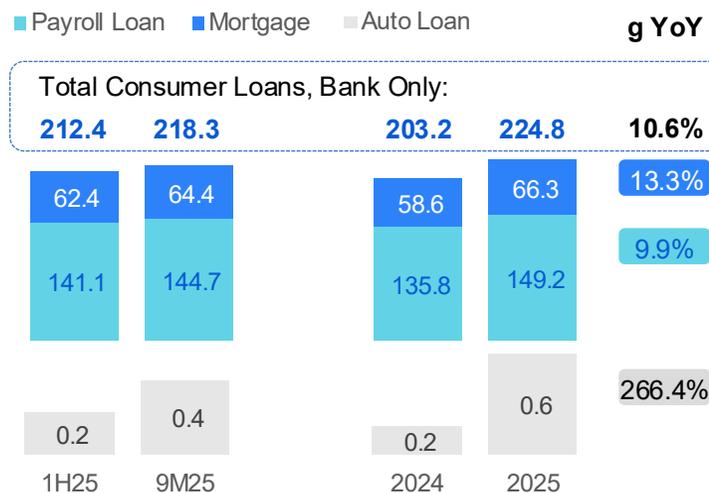
Driving CASA across Corporate value chains through transaction banking, payroll, and cash solutions



Robust Risk and Control

Strengthening risk management through process digitalization, data-driven credit assessment, and strategic account planning

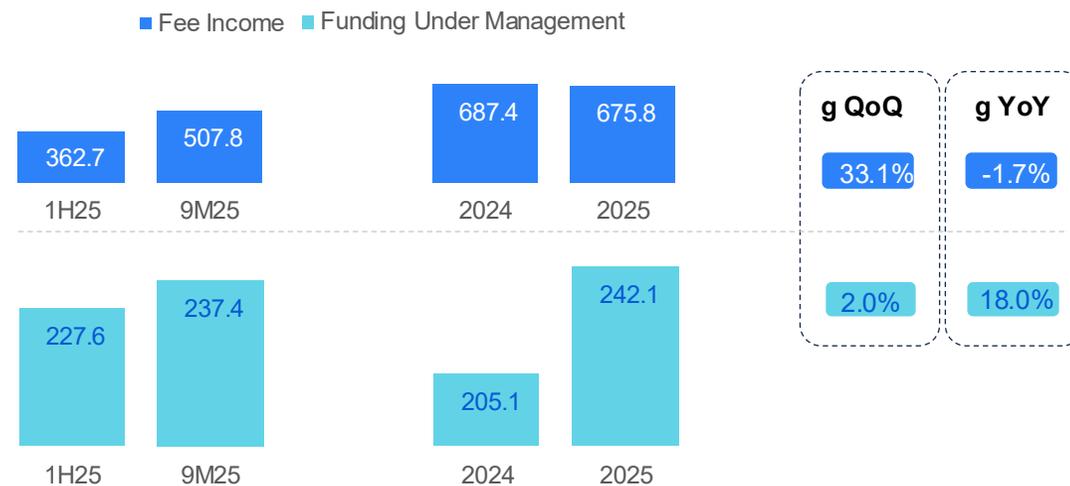
Consumer Loan Breakdown (Bank Only, Rp Tn)



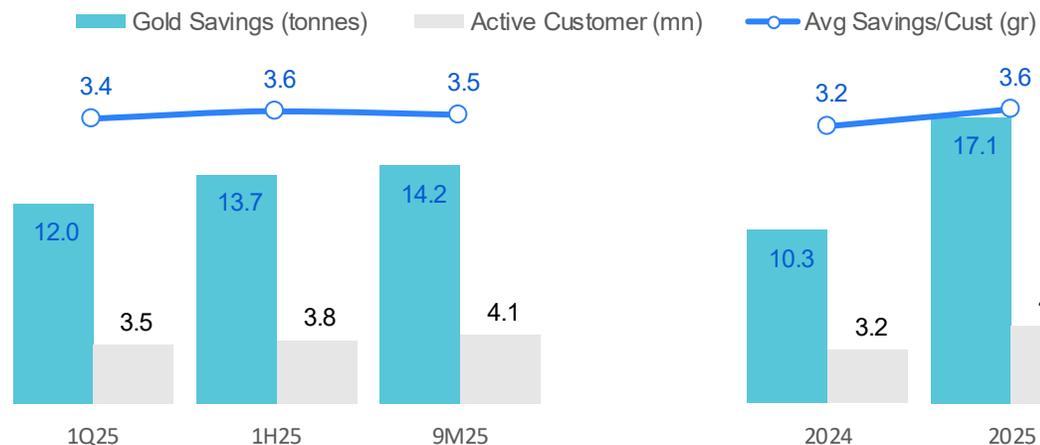
% to Total Loan (Bank Only)



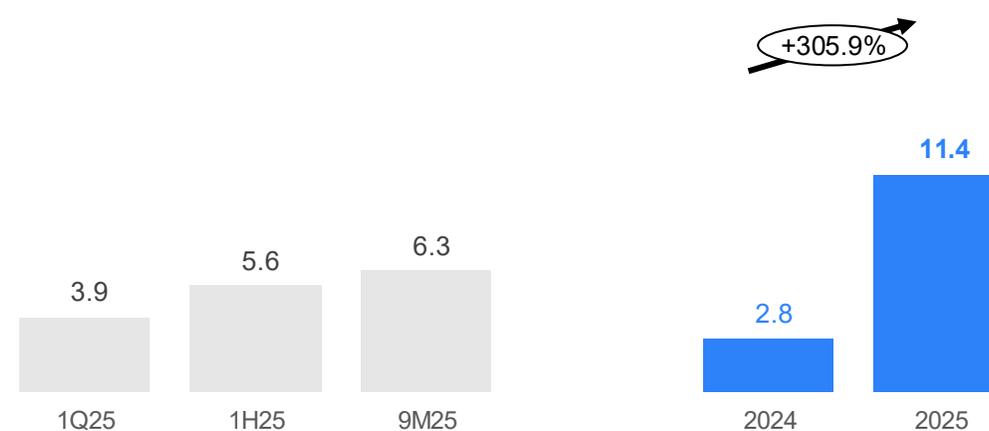
Funding Under Management* (Rp Tn) & Fee Income from WM (Rp Bn)



Gold Savings OS & Number of Customers



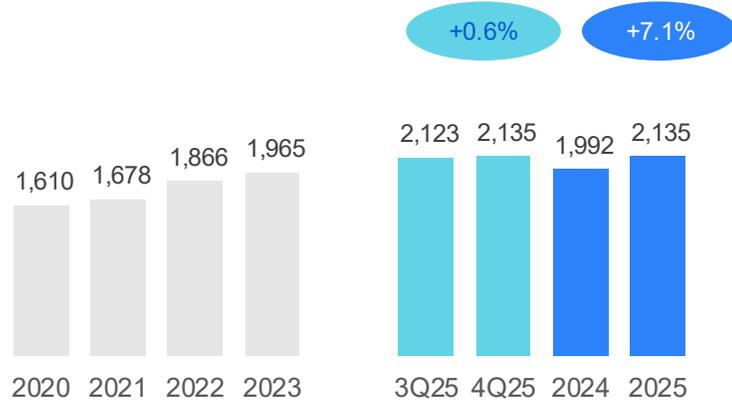
Gold Installment Loan OS (Rp Tn)



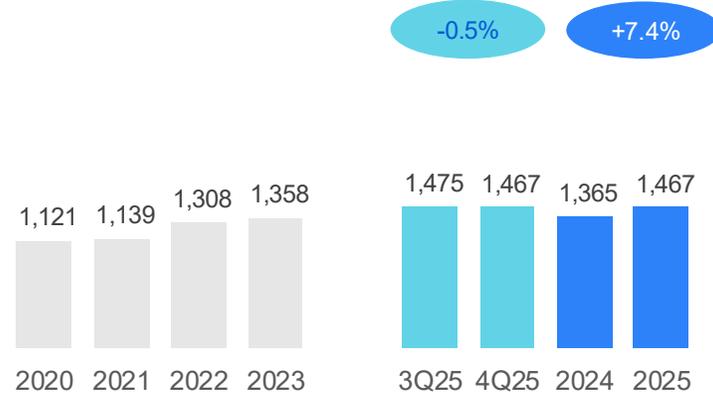
*We have reclassified our priority customer criteria in 2025, raising the minimum threshold from Rp500mn to Rp1billion.

x.x% g QoQ x.x% g YoY

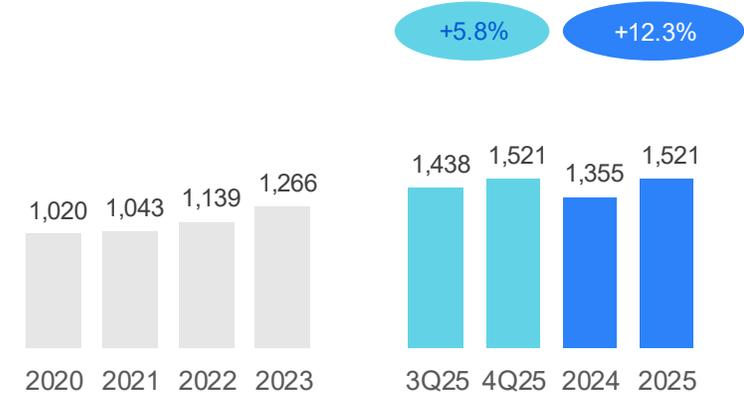
Asset (Rp Tn)



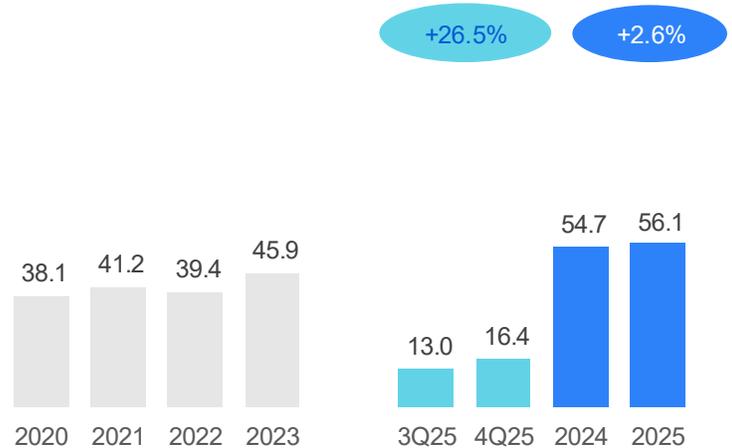
Deposit (Rp Tn)



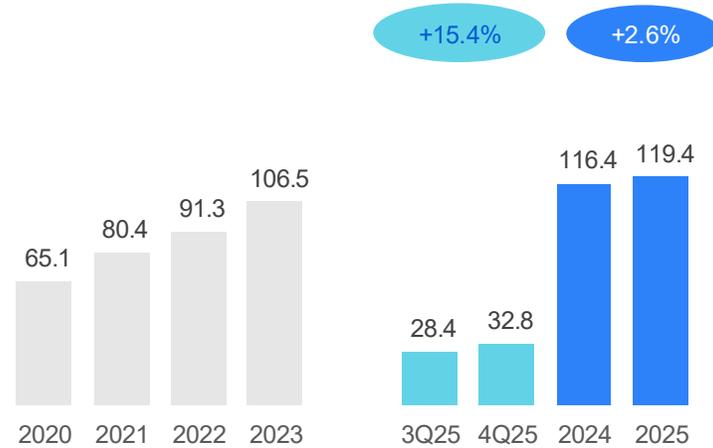
Loan & Financing (Rp Tn)



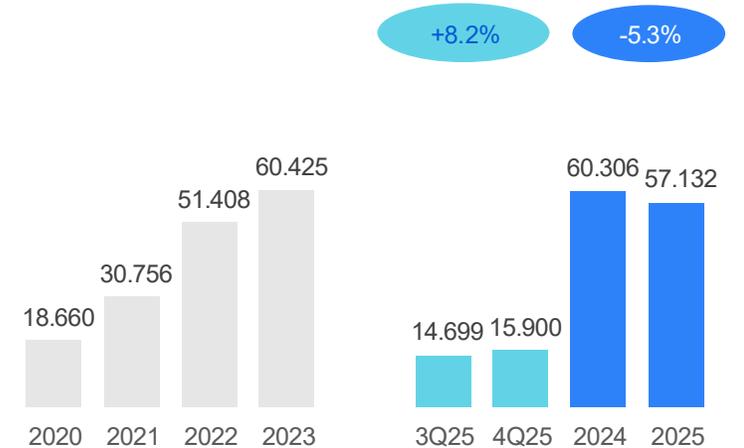
Fee & Other Opt. Income (Rp Tn)



PPOP (Rp Tn)



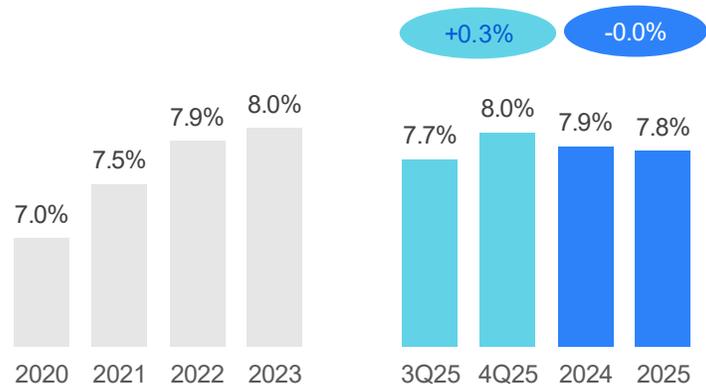
Net Profit (Rp Tn)



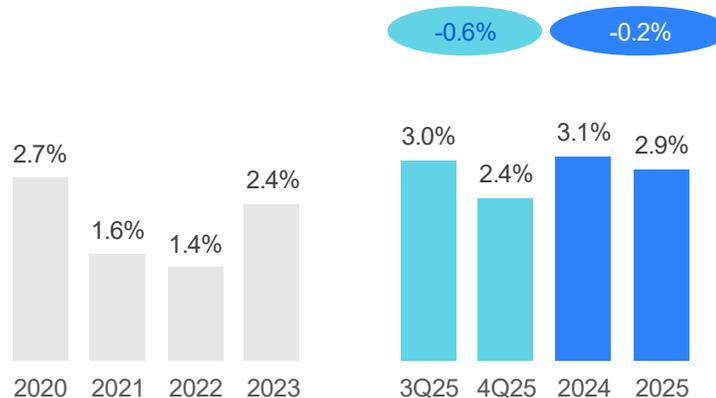
x.x% g QoQ

x.x% g YoY

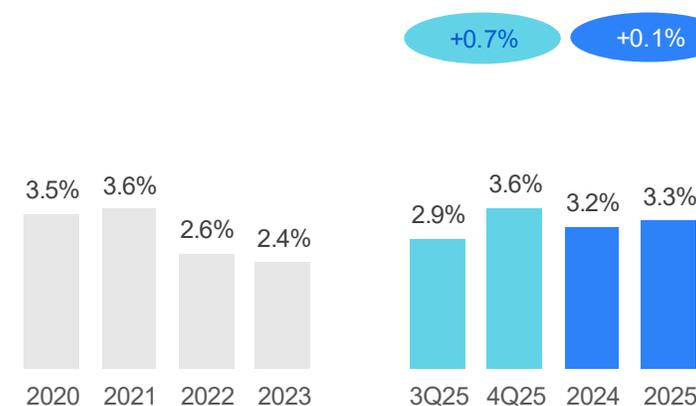
NIM



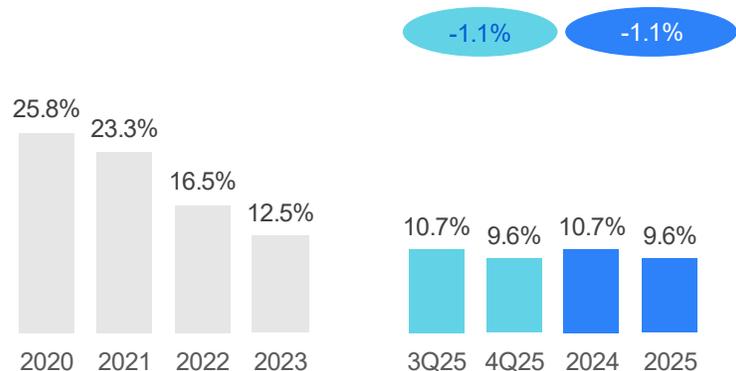
Cost of Fund - TPF



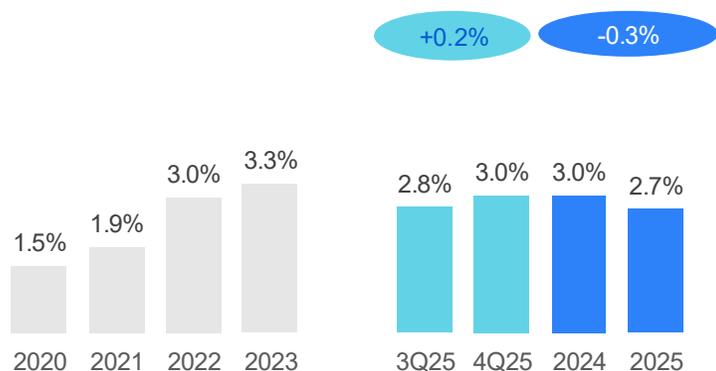
CoC



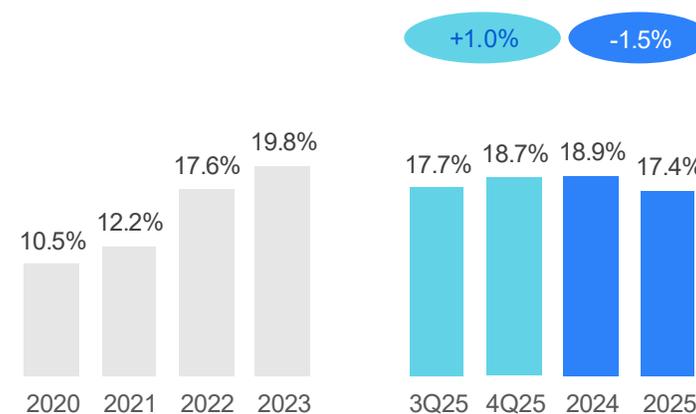
LAR



ROA



ROE



	FY25 Results	2025 Guidance	2026 Guidance
Loan Growth (YoY)	12.3%	7% - 9%	7% - 9%
NIM	7.8%	7.3% - 7.7%	7.4% - 7.8%
Credit Cost	3.3%	3.0% - 3.2%	2.9% - 3.2%
CIR	42.5%	41% - 43%	41% - 43%



FINANCIAL PERFORMANCE

(Rp Bn)

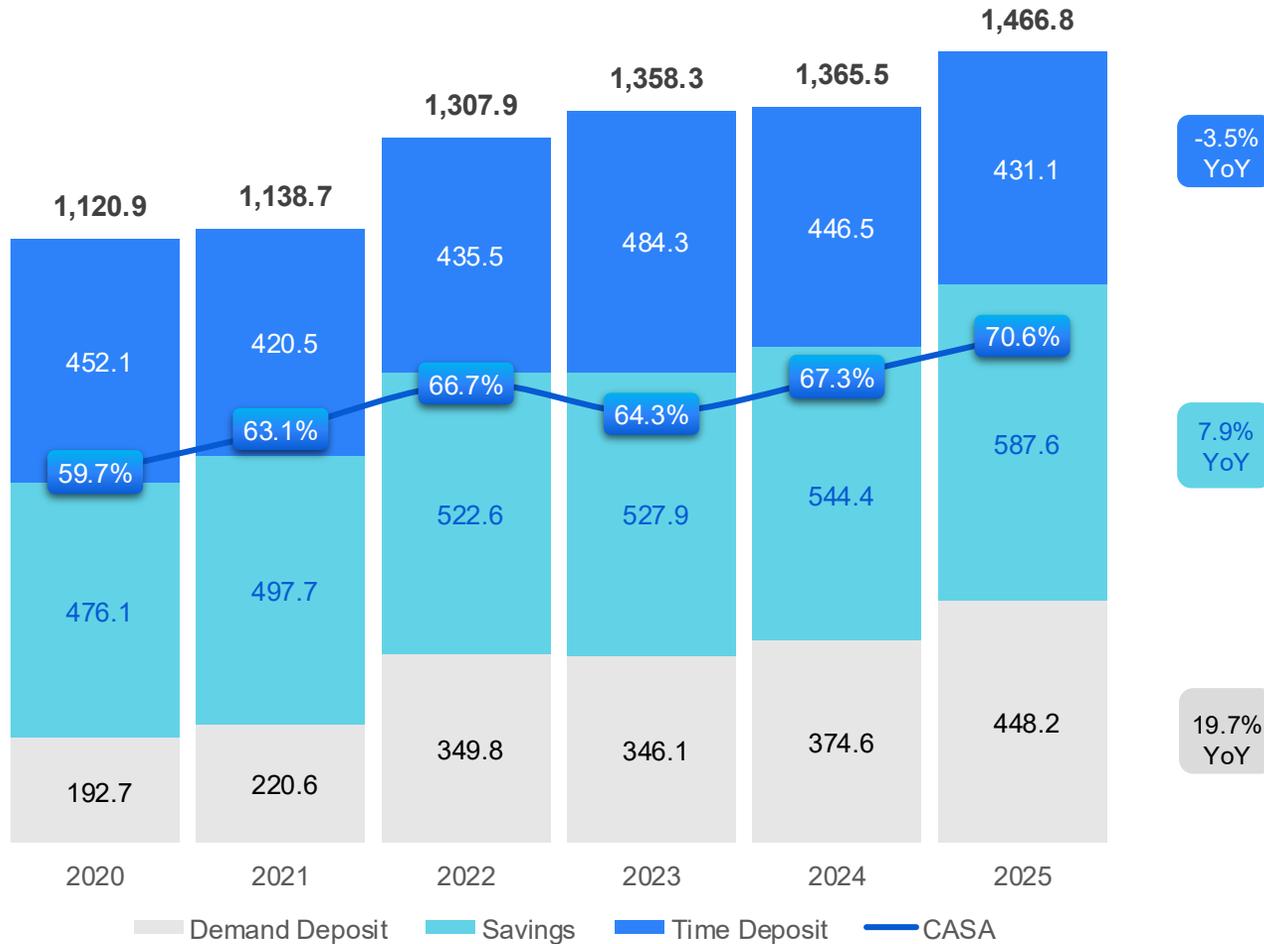
Items	2025	9M25	2024	g QoQ	g YoY	2023	2022	2021
Cash and Cash Equivalent	63,974	100,490	118,663	-36.3%	-46.1%	133,513	178,343	82,727
Total Earning Assets:	2,029,077	1,976,358	1,841,405	2.7%	10.2%	1,791,006	1,665,968	1,588,914
- Placement with BI & Other Banks	63,502	93,964	83,457	-32.4%	-23.9%	87,557	91,890	73,048
- Receivables (Acceptance & Others)	62,498	56,063	51,849	11.5%	20.5%	65,024	47,146	39,949
- Loans & Financing	1,521,486	1,438,109	1,354,641	5.8%	12.3%	1,266,429	1,139,077	1,042,867
- Gov't Bonds & Marketable Securities	372,757	379,444	343,381	-1.8%	8.6%	364,687	381,339	426,964
- Other Earning Assets	8,835	8,778	8,077	0.6%	9.4%	7,308	6,515	6,086
Earning Asset Provision:	(83,660)	(81,938)	(82,529)	2.1%	1.4%	(88,172)	(94,975)	(89,821)
- Loans and Financing Provisions	(83,059)	(80,949)	(81,064)	2.6%	2.5%	(85,502)	(93,088)	(87,829)
- Other Provisions	(601)	(989)	(1,465)	-39.3%	-59.0%	(2,670)	(1,887)	(1,991)
Fixed & Non-Earning Assets	125,979	128,536	115,444	-2.0%	9.1%	128,660	116,303	96,278
Total Assets	2,135,371	2,123,447	1,992,187	0.6%	7.2%	1,965,007	1,865,639	1,678,098
Third Party Funds :	1,466,844	1,474,783	1,365,450	-0.5%	7.4%	1,358,329	1,307,884	1,138,743
- CASA	1,035,790	997,622	918,981	3.8%	12.7%	874,070	872,404	718,267
Current Account	448,204	435,071	374,554	3.0%	19.7%	346,124	349,756	220,590
Savings Account	587,586	562,551	544,427	4.5%	7.9%	527,946	522,648	497,677
- Time Deposits	431,054	477,161	446,469	-9.7%	-3.5%	484,259	435,481	420,476
Other Interest-Bearing Liabilities	216,109	210,675	200,597	2.6%	7.7%	180,023	162,817	167,005
Non-Interest-Bearing Liabilities	121,477	100,090	102,825	21.4%	18.1%	110,184	91,543	80,563
Total Liabilities	1,804,430	1,785,549	1,668,872	1.1%	8.1%	1,648,535	1,562,244	1,386,311
Tier 1 Capital	301,847	305,359	291,317	-1.2%	3.6%	283,949	273,812	266,166
Total Equity	330,941	337,898	323,315	-2.1%	2.4%	316,472	303,395	291,787
Total Liabilities & Equity	2,135,371	2,123,447	1,992,187	0.6%	7.2%	1,965,007	1,865,639	1,678,098

Deposit Growth (Consolidated)

(Rp Tn)

Total Deposit: 7.4% YoY
CASA: 12.7% YoY

Growth YoY



Deposit Products Wholesale vs Non-Wholesale*

(Rp Tn)

Total Deposits 2025: Rp1,460.1 Tn

Growth YoY

Non-wholesale



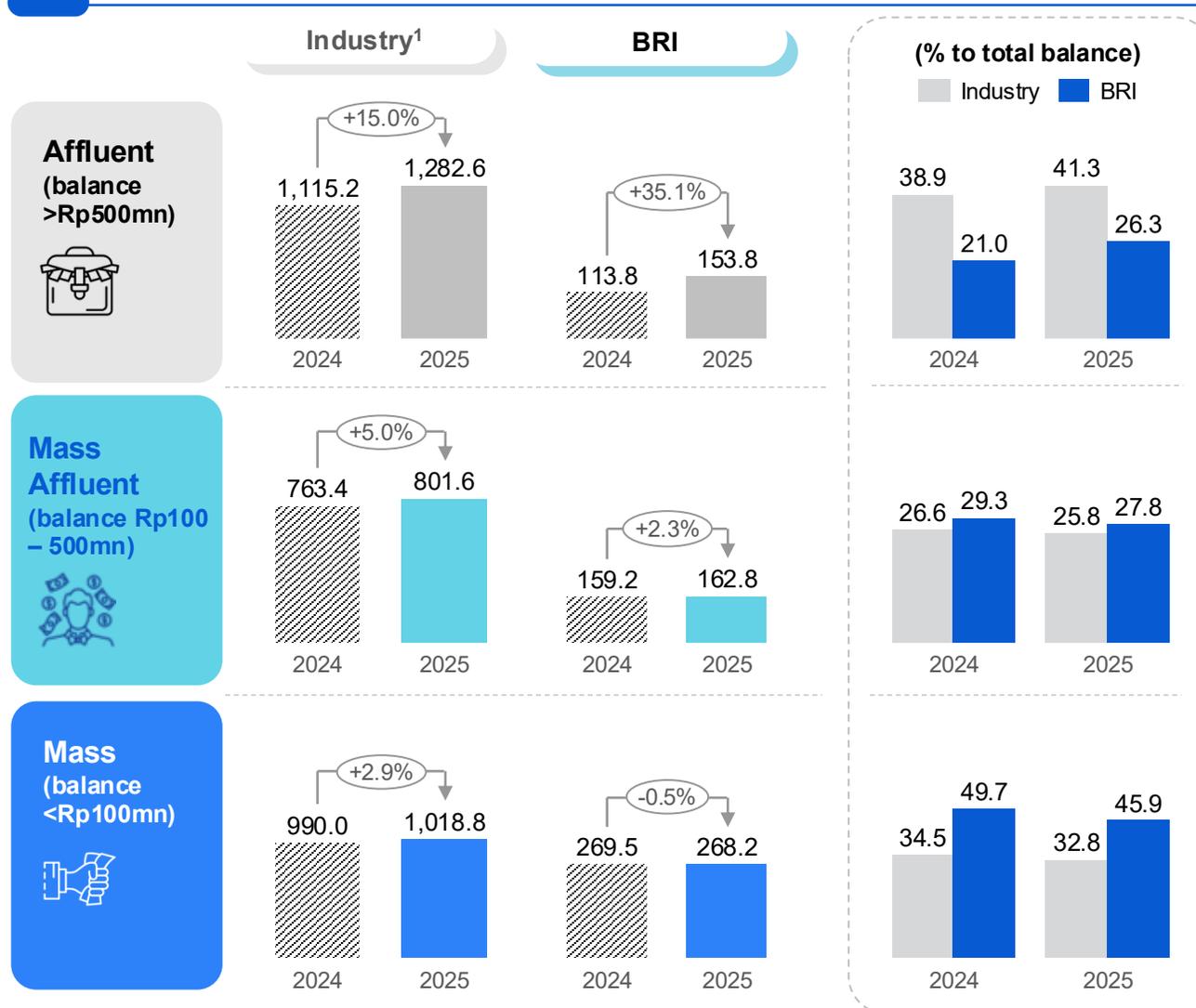
Wholesale

Legend: Demand Deposit (Grey), Time Deposit (Blue)

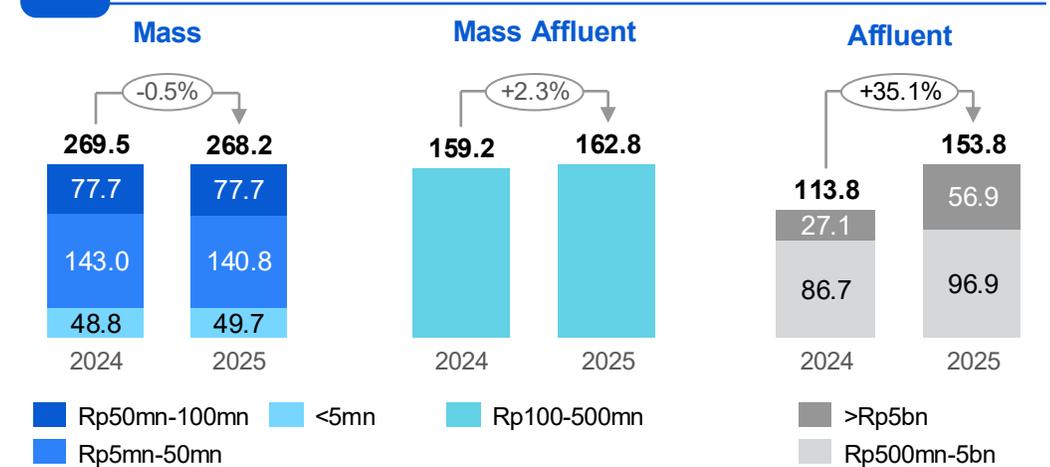


*Data is presented in Bank Only

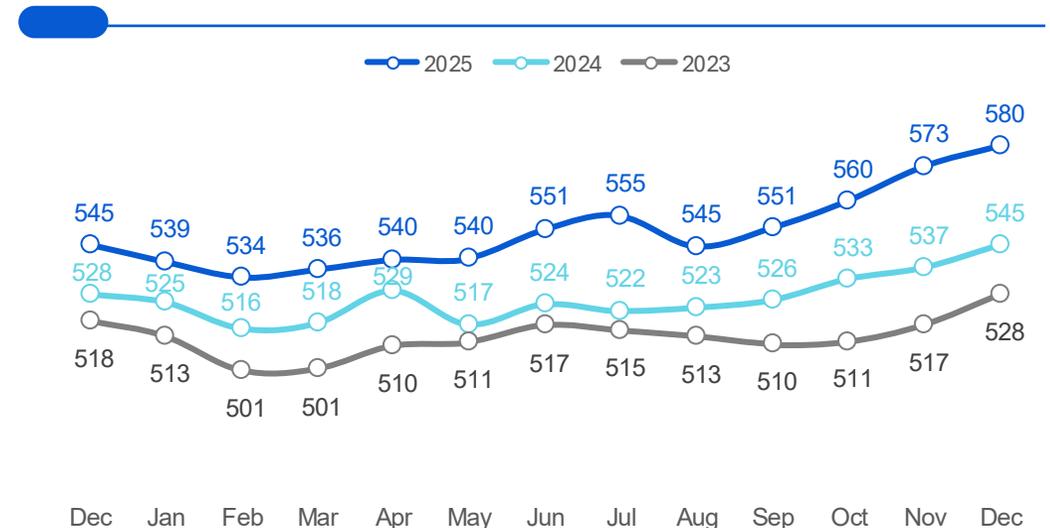
Savings Balance by Tiering Industry vs BRI* (as of December 2025, Rp Tn)



BRI Saving Balances by Tiering* (Rp Tn)



Monthly Average Savings Balance* (Rp Tn)

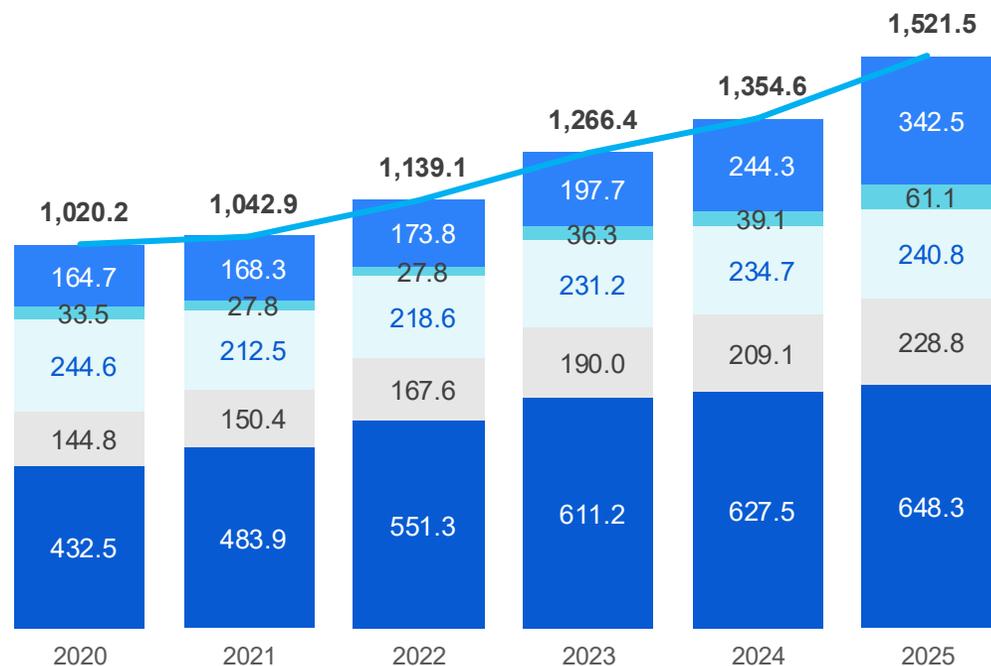


*1) Data source: Bank Indonesia

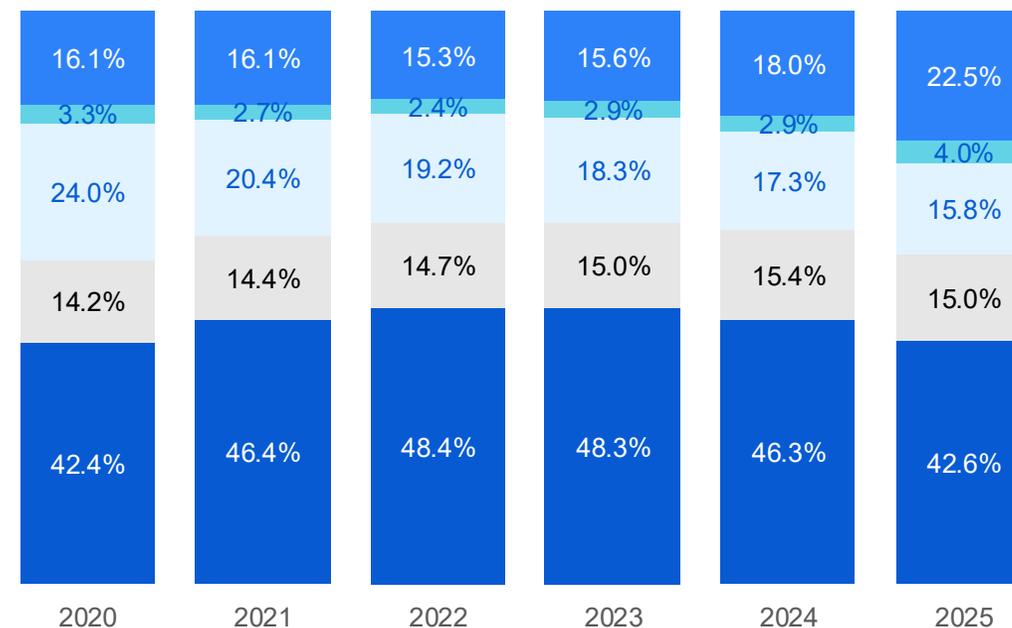
*Data is presented in Bank Only

Loan Outstanding – by business segment

(Rp Tn)



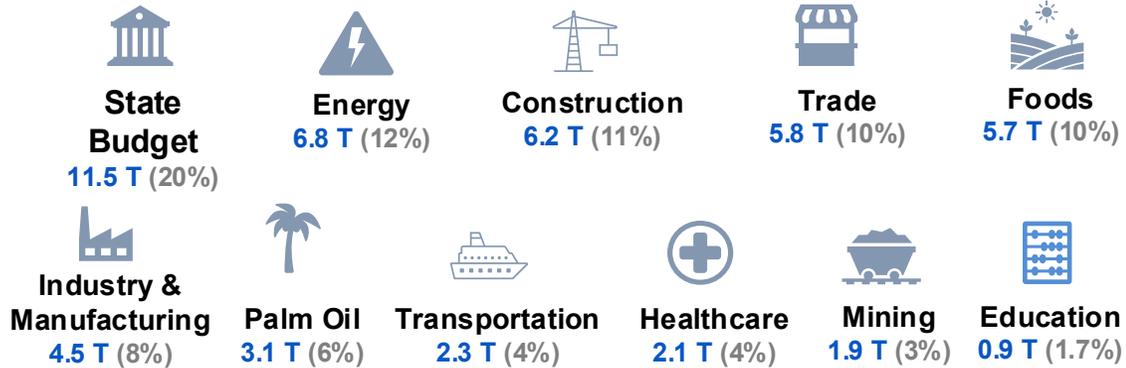
Composition – by business segment (%)



	Micro	Consumer	SME	Commercial	Corporate	Total
YoY Growth (%)	3.3	9.4	2.6	56.5	40.2	12.3
(Rp Tn)	20.8	19.7	6.0	22.1	98.2	166.8

Commercial

Commercial Outstanding by Sector



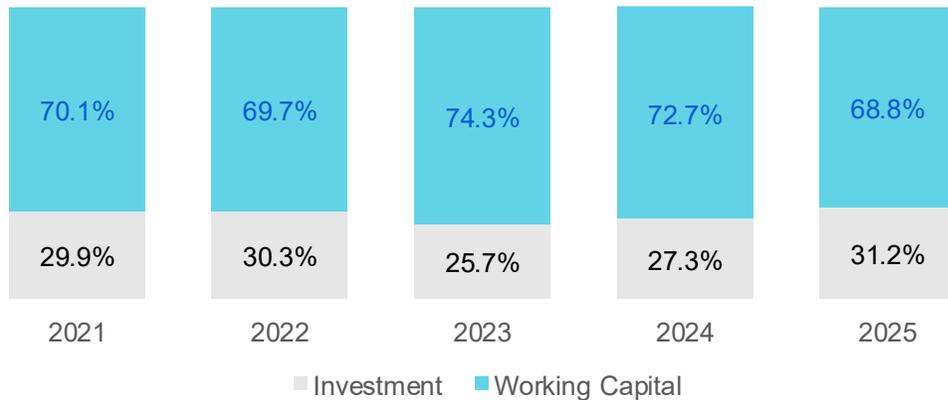
Value Chain Ecosystem
(Corporate Client)

56%

Top Player
(Regional Local Champions)

44%

Commercial Outstanding by Use of Loan

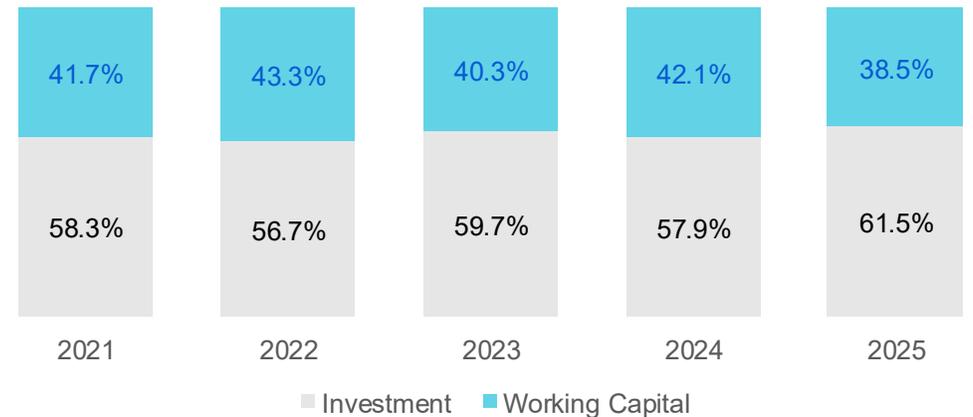


Corporate

Corporate Outstanding by Sector



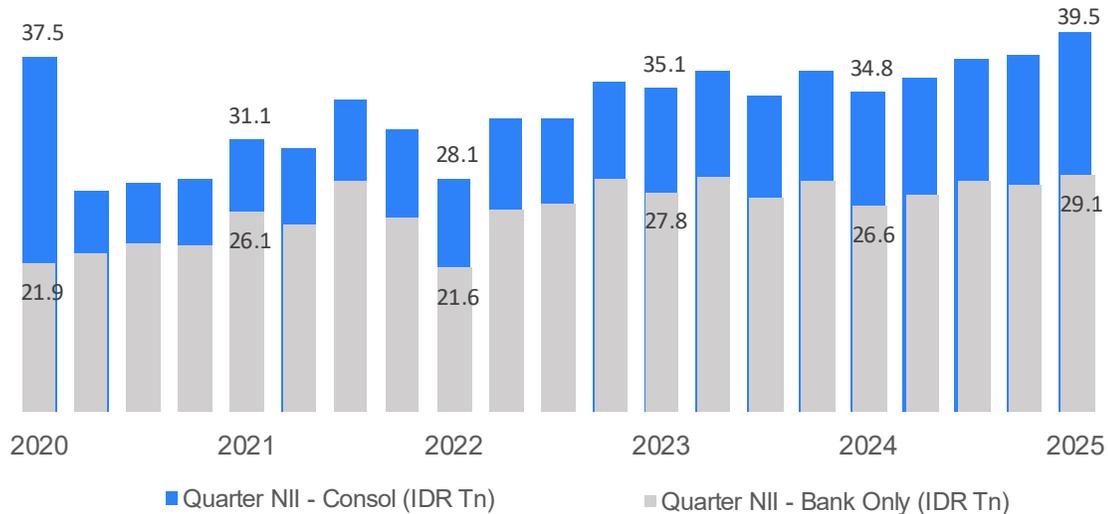
Corporate Outstanding by Use of Loan



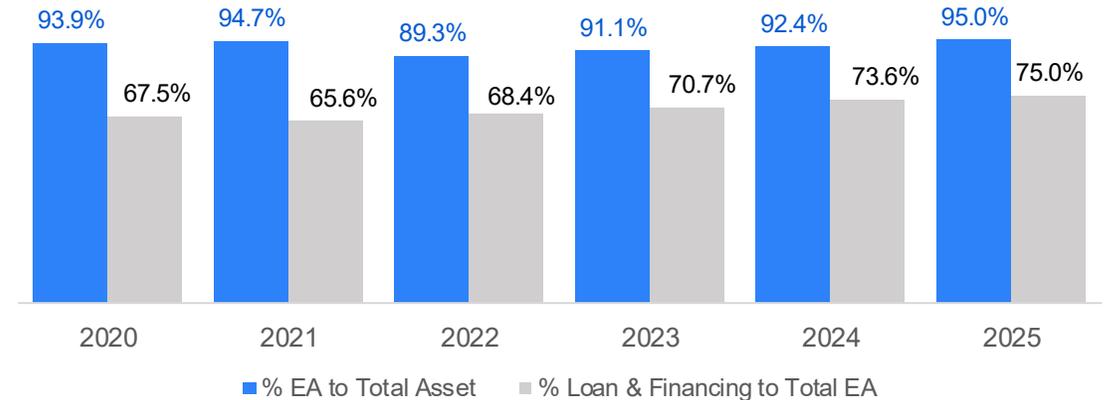
NIM – Bank Only vs Consolidated



Lending Yield, EA Yield, and Cost of Fund (TPF)



EA to Total Asset and Loan to Total EA



* We reclassified fee-based income from Supply Chain Financing into Net Interest Income (Non-Loan) of Rp 2.4 tn in FY24 and Rp 2.2 tn in FY23. All FY24 and FY23 is adjusted to reflect this change.

* Starting Jan-25, we have been using a new methodology to calculate NIM, based on the monthly average Earning Assets excluding Investment, Derivative Receivables, and Acceptance Receivables that do not generate interest income. All historical data reflects this change

(Rp Bn)

Items	4Q25			3Q25			g QoQ			2025			2024			g YoY		
Interest Income	52,623	52,784	-0.3%	207,783	199,266	4.3%												
Interest Expense	(13,116)	(15,068)	-13.0%	(57,285)	(56,608)	1.2%												
Net Interest Income	39,507	37,717	4.7%	150,498	142,659	5.5%												
Net Premium Income and Insurance Services	314	547	-42.6%	1,298	1,167	11.3%												
Other Operating Income (Non-Interest) - incld. Gold	16,427	12,986	26.5%	56,080	54,652	2.6%												
Total Operating Expenses	(23,486)	(22,860)	2.7%	(88,447)	(82,100)	7.7%												
Personnel Expenses	(9,450)	(10,928)	-13.5%	(42,114)	(38,617)	9.1%												
G&A Expenses	(11,490)	(7,547)	52.3%	(33,776)	(29,288)	15.3%												
Others Expenses	(2,546)	(4,385)	-42.0%	(12,557)	(14,195)	-11.5%												
Pre-Provision Operating Profit	32,762	28,390	15.4%	119,430	116,377	2.6%												
Provision Expenses	(12,585)	(10,324)	21.9%	(46,182)	(38,161)	21.0%												
Loan - Provision Exp	(13,533)	(10,480)	29.1%	(47,573)	(42,972)	10.7%												
Non-Loan - Provision Exp	948	156	509.5%	1,391	4,811	-71.1%												
Profit From Operations	20,177	18,066	11.7%	73,248	78,216	-6.4%												
Non-Operating Income	(151)	54	-381.7%	(455)	(964)	-52.8%												
Net Income Before Tax	19,929	18,119	10.0%	72,793	77,252	-5.8%												
Net Profit	15,900	14,699	8.2%	57,132	60,306	-5.3%												
Profit After Tax & Minority Interest (PATMI)	15,874	14,502	9.5%	56,652	59,945	-5.5%												

*) We restated the 2024 income statement to reflect the implementation of the new accounting standard for insurance companies as stipulated in PSAK117 (IFRS 17)

*) We reclassified fee-based income from Supply Chain Financing into Net Interest Income (Non-Loan) of Rp 2.4 tn in FY24 and Rp 2.2 tn in FY23. All FY24 and FY23 is adjusted to reflect this change.

Stable Revenue Mix Driven By Rising Fee Income Contribution and Net Gold Trading

Other Operating Income

Items	4Q25	3Q25	g QoQ	(Rp Bn)		
				2025	2024	g YoY
Fees and Commissions	5,743	5,311	8.1%	21,447	20,391	5.2%
Recovery of Written-Off Assets	5,696	5,073	12.3%	20,952	25,364	-17.4%
Treasury Income:	2,140	921	132.3%	5,620	3,397	65.4%
Gain on Sale of Securities - Net	1,529	603	153.7%	3,372	2,209	52.6%
Gain on Foreign Exchange - Net	531	238	122.7%	2,087	1,188	75.7%
Unrealized Gain on Changes in Fair Value of Securities	80	80	0.3%	161	-	-
Others	1,705	1,285	32.6%	5,662	4,796	18.0%
Total Other Operating Income	15,284	12,590	21.4%	53,681	53,948	-0.5%
Net Gold	1,143	396	188.5%	2,399	703	241.2%
Total Other Operating Income Incl. Gold	16,427	12,986	26.5%	56,080	54,652	2.6%

Operating Expenses

Items	4Q25	3Q25	g QoQ	(Rp Bn)		
				2025	2024	g YoY
Salaries and Employee Benefits	9,450	10,928	-13.5%	42,114	38,617	9.1%
General and Administrative	11,490	7,547	52.3%	33,776	29,288	15.3%
Others	2,546	4,385	-42.0%	12,557	14,195	-11.5%
Total Operating Expense	23,486	22,860	2.7%	88,447	82,100	7.7%

*) As of 2025, insurance subsidiaries have adopted IFRS 17, replacing IFRS 4

*) We reclassified fee-based income from Supply Chain Financing into Net Interest Income (Non-Loan) of Rp 2.4 tn in FY24. All FY24 is adjusted to reflect this change.

(Rp Bn)

Items	4Q25	3Q25	g QoQ	2025	2024	g YoY
Bank Only - Personnel Expenses	5,141	7,471	-31.2%	27,900	26,842	3.9%
Bank Only - G&A Expenses	8,918	4,933	80.8%	24,099	21,629	11.4%
Bank Only - Others Expenses	2,741	3,532	-22.4%	11,647	13,384	-13.0%
Bank-Only Operating Expense	16,801	15,936	5.4%	63,646	61,856	2.9%
Subsidiaries - Personnel Expenses	4,309	3,457	24.6%	14,214	11,774	20.7%
Subsidiaries - G&A Expenses	2,572	2,614	-1.6%	9,677	7,659	26.3%
Subsidiaries - Others Expenses	(196)	853	-123.0%	910	811	12.2%
Subsidiaries Operating Expense	6,685	6,925	-3.5%	24,801	20,245	22.5%
Consolidated - Personnel Expenses	9,450	10,928	-13.5%	42,114	38,617	9.1%
Consolidated - G&A Expenses	11,490	7,547	52.3%	33,776	29,288	15.3%
Consolidated - Others Expenses	2,546	4,385	-42.0%	12,557	14,195	-11.5%
Consolidated Operating Expense	23,486	22,860	2.7%	88,447	82,100	7.7%

Cost to Income Ratio: Bank Only vs Consolidated*

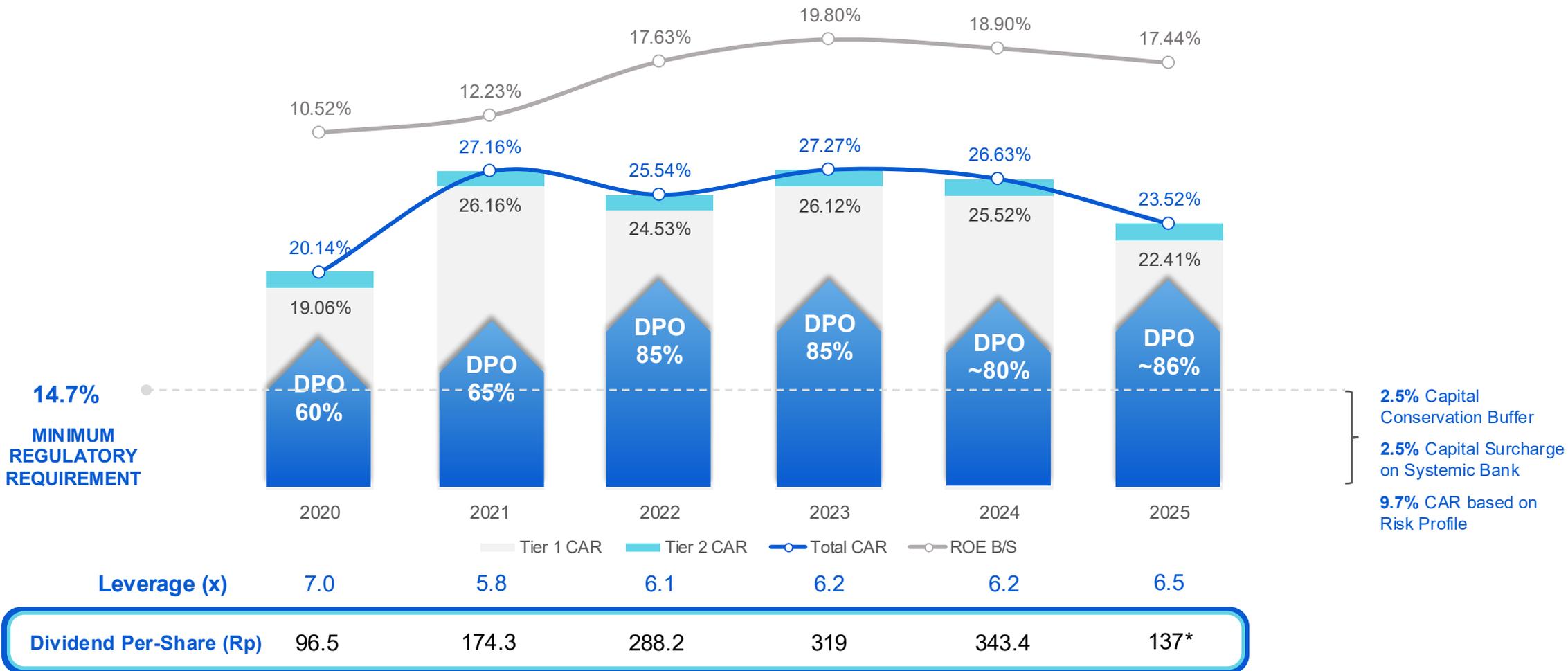


Cost to Asset Ratio: Bank Only vs Consolidated*



*As of 2025, insurance subsidiaries have adopted IFRS 17, replacing IFRS 4

Capital Levels Remain Manageable, Offering Flexibility for Growth and Higher Capital Returns



- As of Jan, '23, as part of the implementation of Basel 3, the change on RWA of Operational & Credit Risk adds 329bps to BRI total CAR
- Starting in January 2024, we implemented the Basel III calculation of RWA market risk, which has a negative impact of 49bps to total CAR
- BRI distributed a **full-year dividend** of Rp343 per share on April 23, 2025 (including an interim dividend of Rp135 per share that has been paid on Jan 15, 2025)

*) Dividend Interim 2025

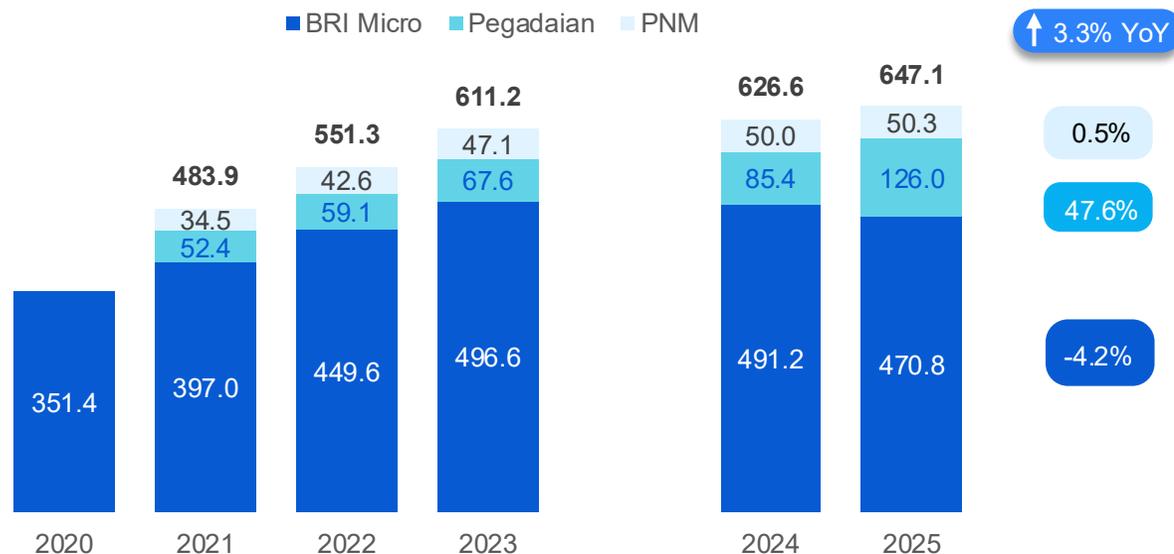
In compliance with OJK regulations, our calculation of consolidated financial ratios moved to monthly from quarterly starting in Jan-24. All calculations for 2024 and 2023 are adjusted for monthly data.



ULTRA MICRO & MICRO BUSINESS

Loan Composition - Outstanding

(Rp Tn)



Borrowers

(in Mn)



Key Ratios

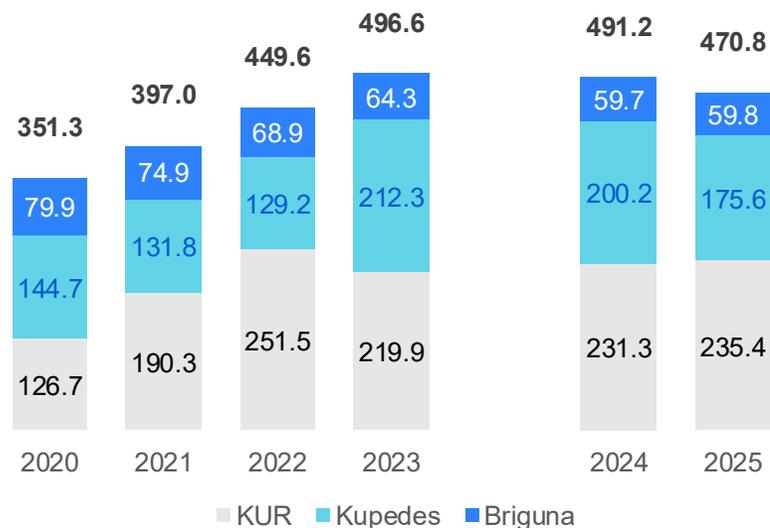
Description	BRI						Pegadaian						PNM					
	9M21	2021	2022	2023	2024	2025	9M21	2021	2022	2023	2024	2025	9M21	2021	2022	2023	2024	2025
CoIBL	2.1%	2.1%	1.9%	2.9%	3.6%	3.3%	6.2%	6.0%	4.9%	5.9%	6.3%	6.3%	8.7%	8.6%	7.6%	6.8%	6.6%	6.2%
Credit Cost	3.8%	3.4%	2.5%	2.4%	3.2%	3.4%	1.7%	1.4%	0.9%	-0.3%	0.9%	1.2%	1.3%	2.0%	5.7%	5.7%	7.7%	6.0%
CIR	42.1%	43.3%	42.0%	37.7%	37.9%	38.9%	63.0%	62.8%	63.7%	59.4%	53.0%	51.6%	76.7%	74.6%	67.7%	63.4%	59.7%	69.7%

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

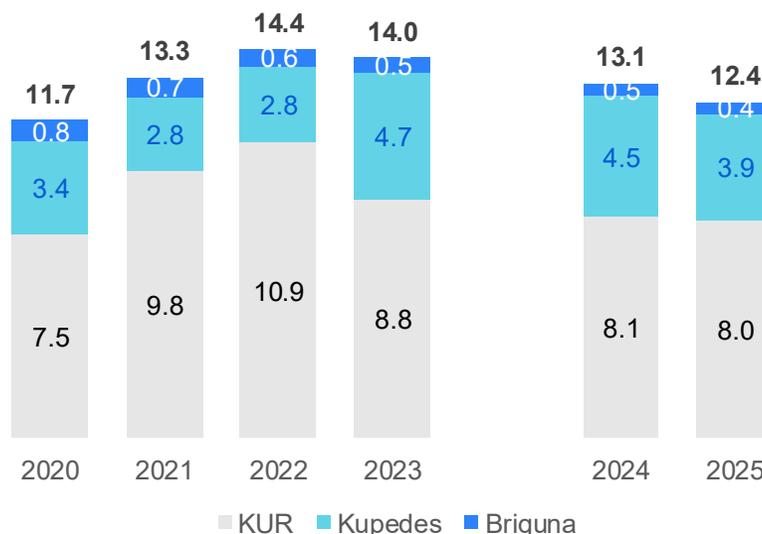
Micro Loan Outstanding

(Rp Tn)

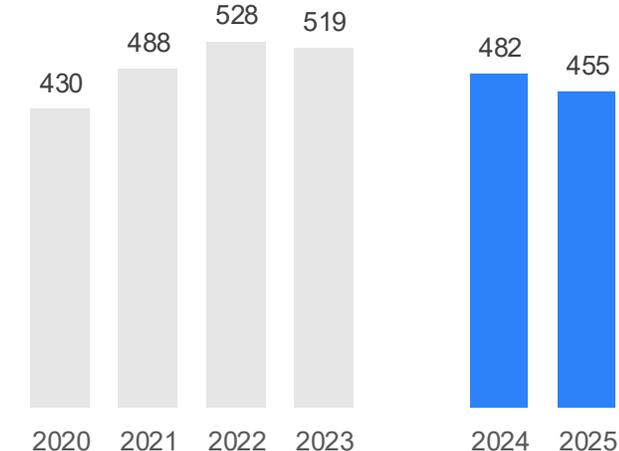


Borrowers

(in Mn)



Borrowers per Loan Officer



Growth YoY

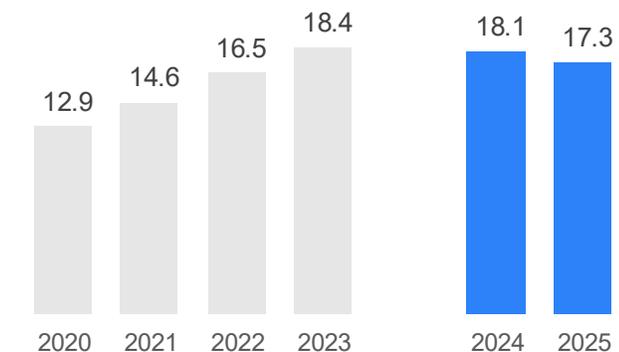
Product	2020	2021	2022	2023	2024	2025
KUR	82.8%	50.1%	32.2%	-12.6%	5.2%	1.8%
Kupedes	-6.8%	-8.9%	-1.9%	64.3%	-5.7%	-12.3%
Briguna	-4.0%	-6.3%	-8.0%	-6.7%	-7.1%	0.1%
Total	14.2%	13.0%	13.3%	10.4%	-1.1%	-4.2%

Growth YoY

Product	2020	2021	2022	2023	2024	2025
KUR	31.4%	31.1%	10.8%	-19.1%	-7.9%	-1.2%
Kupedes	-12.8%	-19.5%	2.7%	64.7%	-3.9%	-12.4%
Briguna	-9.8%	-10.1%	-13.6%	-12.6%	-13.2%	-7.1%
Total	11.4%	13.5%	7.8%	-2.2%	-6.7%	-5.2%

Loan OS per Loan Officer

(in Bn)





LOAN QUALITY

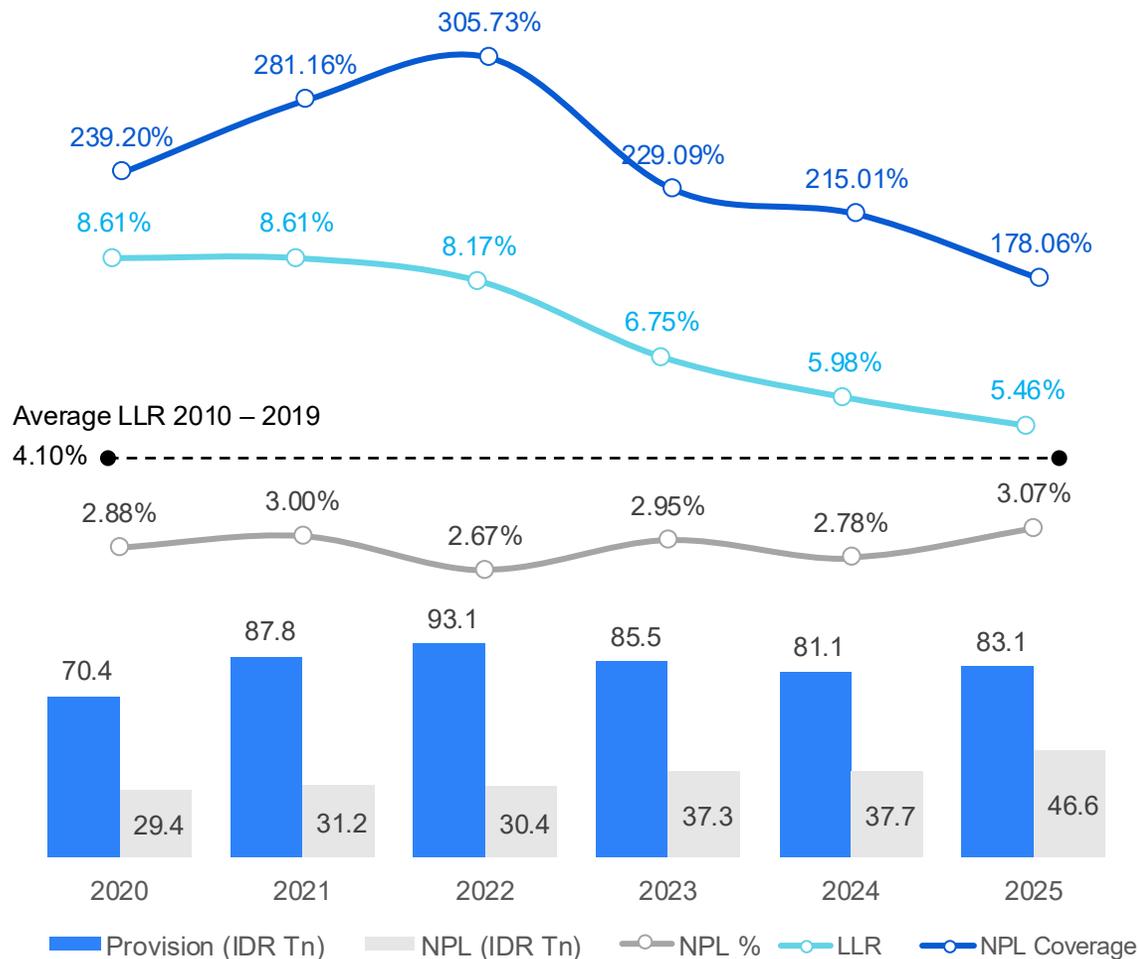
Non-Performing Loan – by Segment

Segment	2025	2024	2023	2022	2021	2020
Micro	3.93%	2.85%	2.47%	1.74%	1.49%	0.83%
Consumer	2.35%	1.97%	1.97%	1.83%	1.78%	1.49%
SME	5.01%	4.42%	4.88%	4.30%	4.05%	3.61%
Commercial	4.29%	2.50%	2.56%	2.26%	3.57%	4.61%
Corporate	1.70%	2.60%	3.86%	4.68%	6.68%	7.57%
Bank Only - NPL%	3.29%	2.94%	3.12%	2.82%	3.08%	2.94%
Subsidiaries - NPL%	1.33%	1.36%	1.20%	1.24%	2.08%	2.49%
Consolidated - NPL %	3.07%	2.78%	2.95%	2.67%	3.00%	2.88%

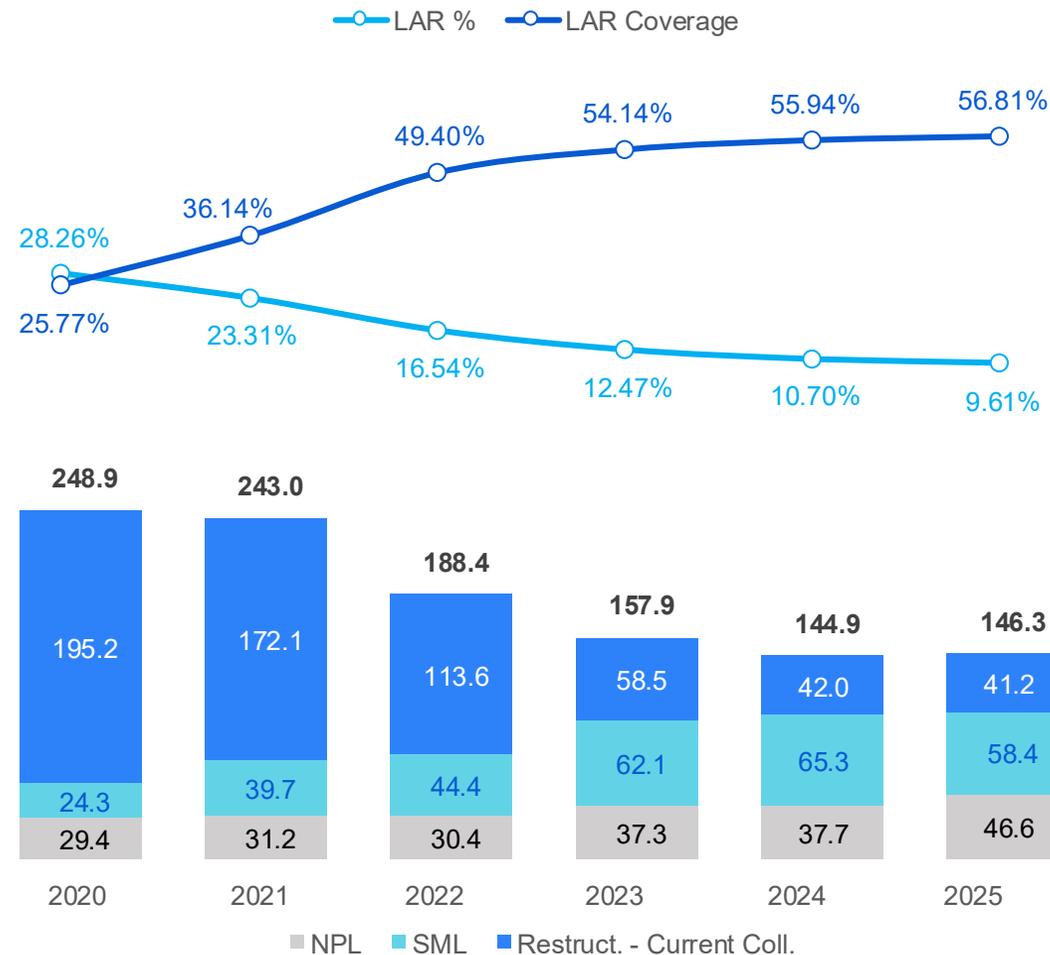
Special Mention – by Segment

Segment	2025	2024	2023	2022	2021	2020
Micro	5.60%	6.20%	5.72%	3.95%	3.03%	2.47%
Consumer	2.70%	2.38%	2.84%	2.76%	2.20%	2.69%
SME	4.73%	4.74%	5.15%	4.30%	3.42%	3.19%
Commercial	1.19%	1.90%	2.52%	2.55%	3.08%	3.07%
Corporate	2.16%	3.72%	4.67%	4.32%	6.94%	2.85%
Bank Only - SML%	3.86%	4.63%	4.87%	3.87%	3.70%	2.75%
Subsidiaries - SML%	3.52%	6.00%	4.84%	3.90%	4.68%	6.00%
Consolidated - SML %	3.84%	4.82%	4.90%	3.90%	3.81%	3.13%

NPL & NPL Coverage

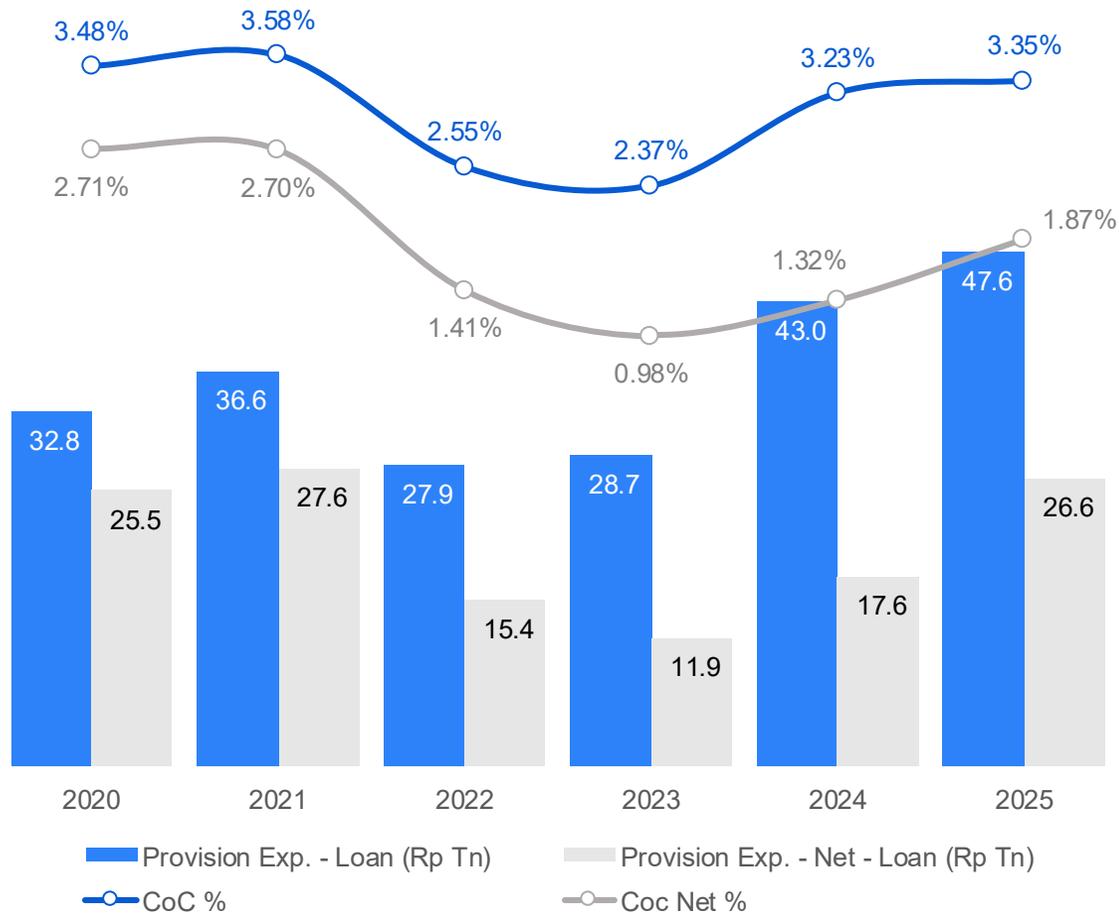


LAR & LAR Coverage

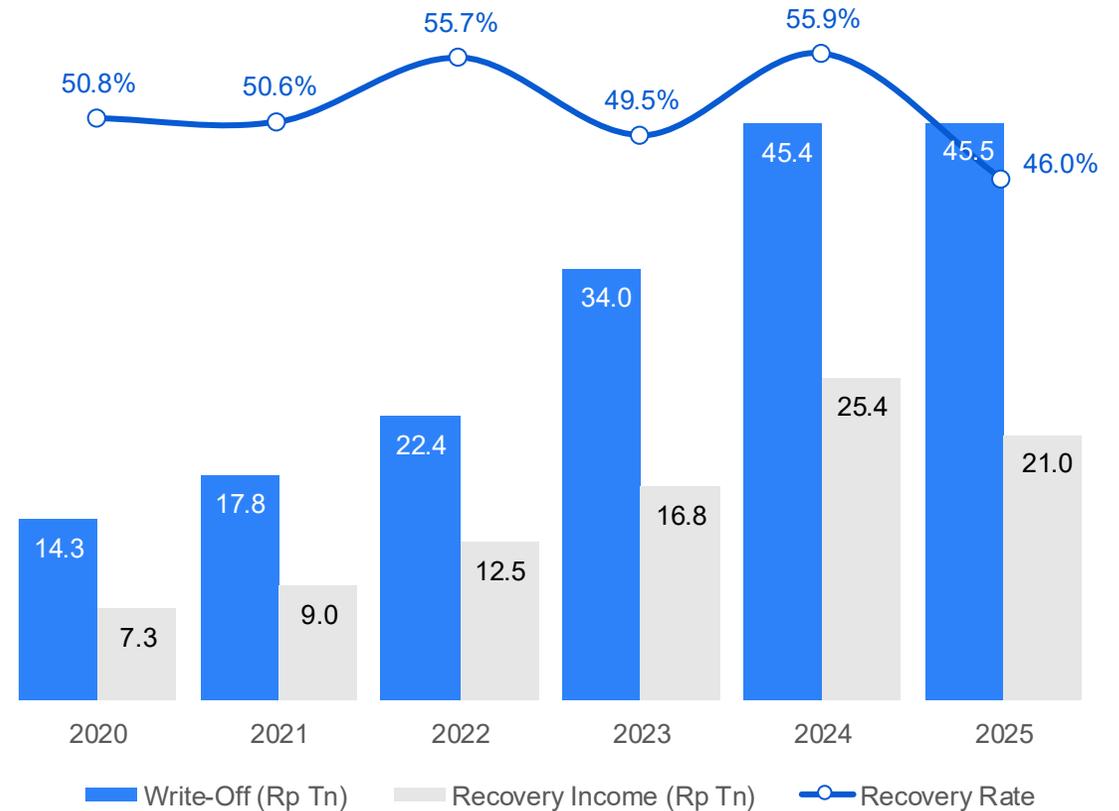


Since 2021, LAR and LAR Coverage are presented in consolidated number

Credit Cost

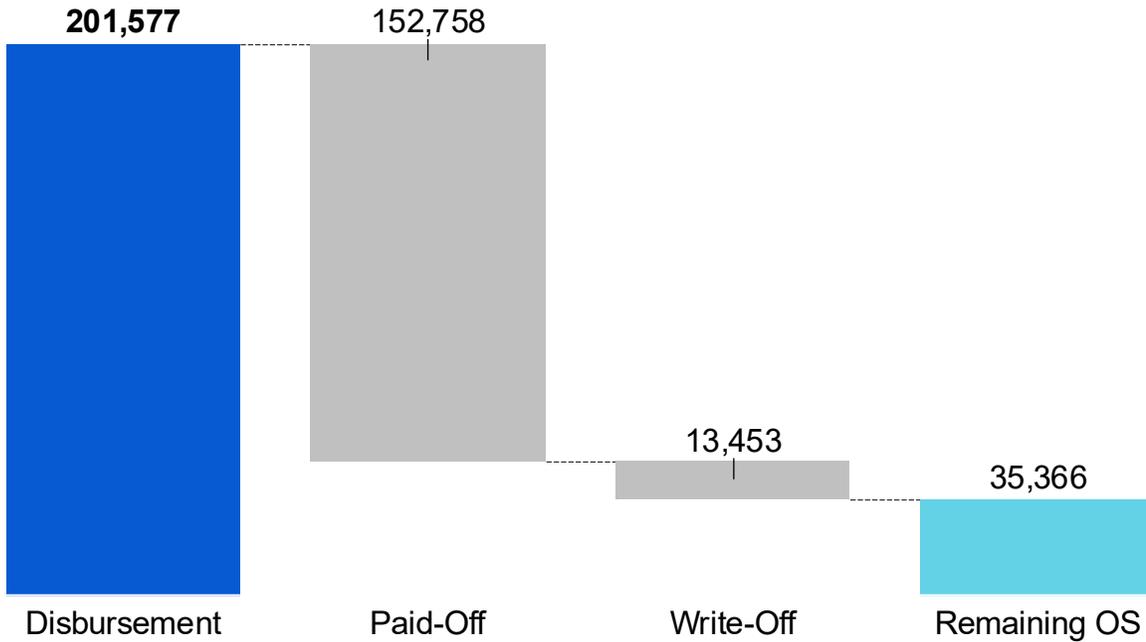


Write Off & Recovery



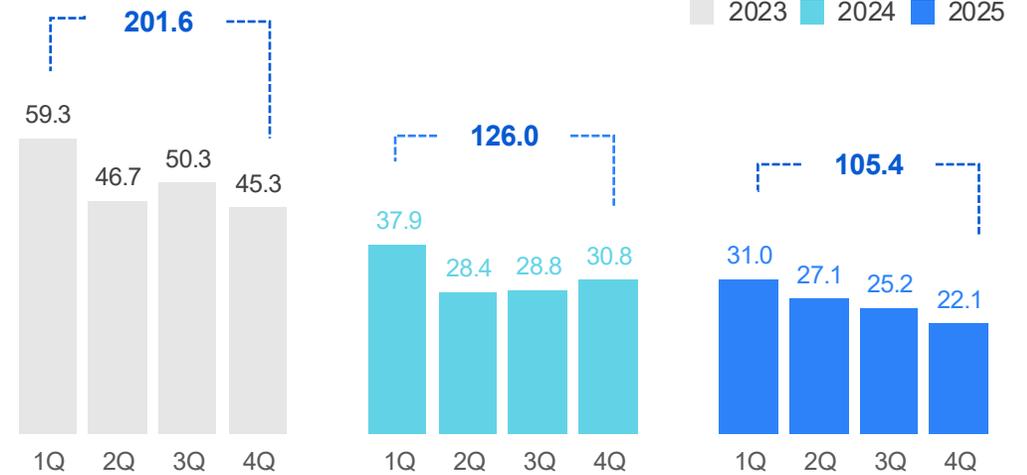
*In compliance with OJK regulations, our calculation of consolidated financial ratios moved to monthly from quarterly starting in Jan-24. All calculations for 2024 and 2023 are adjusted for monthly data.

2023 Kupedes Disbursement (as of December 2025, Rp Bn)

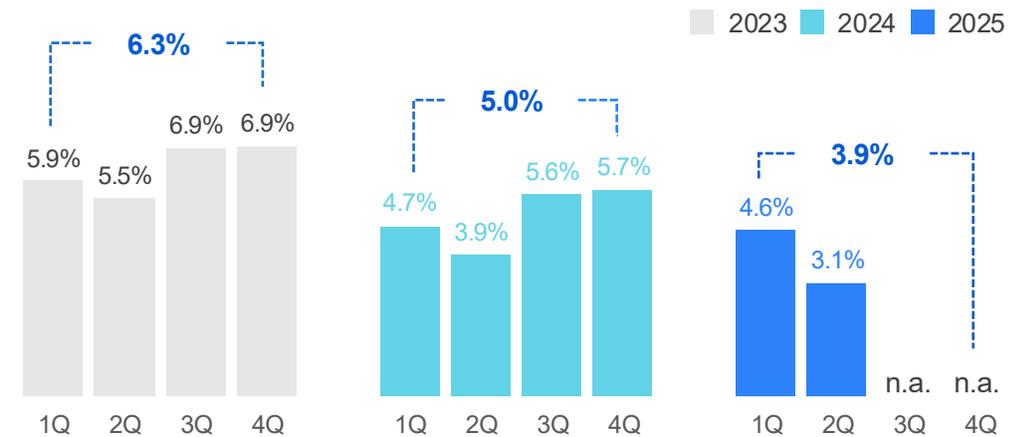


Kupedes 2023 Batch (Rp Bn)	Remaining OS	SML	NPL	Total Restructured*
	35,366	6,648	4,530	8,186

Kupedes Disbursement Trend (Rp Tn)



Kupedes Vintages Trend (Avg DG to SML 6MOB)



*Total Restructured Loan include SML, NPL and Current Restructured

| APPENDIX



**DIGITAL
INITIATIVES**



Improved user experience by integrating 8 points of customer needs in one application



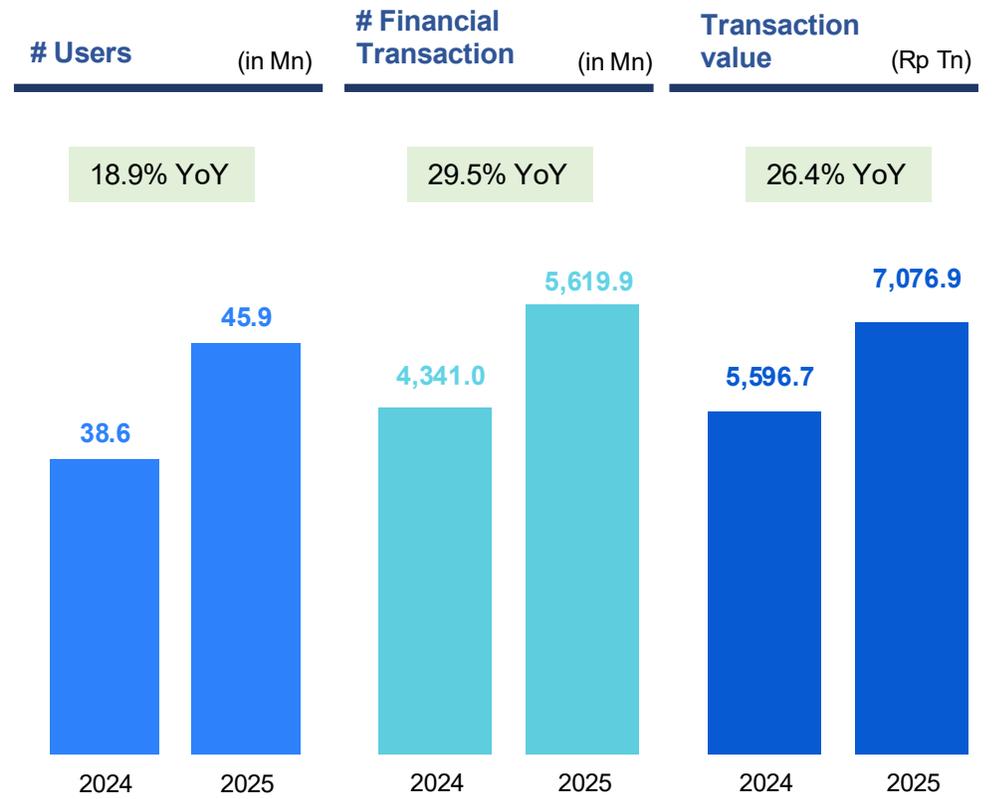
Highest Rated Mobile Banking Application

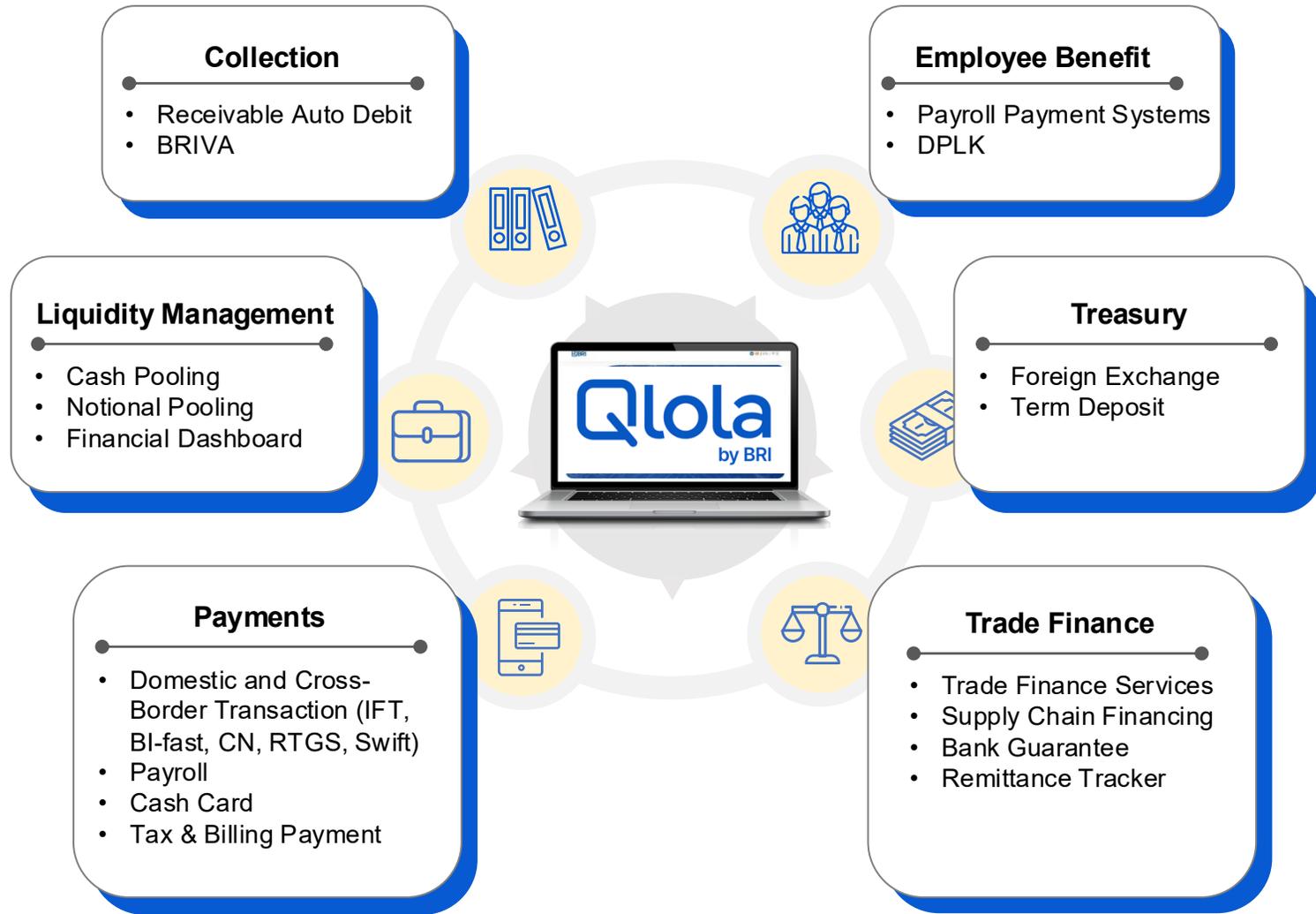
4.7 10M+ Download
179K Review

4.7 50M+ Download
2.1M Review

BRIMO Journey Performance Supported by Significant Double-Digit Growth

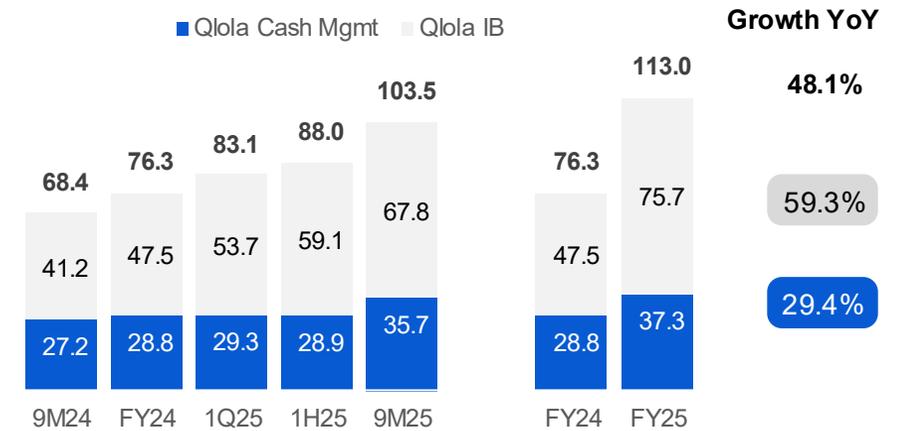
- 2025**
 - Debit Card Activation
 - Loan on App Credit Card
 - Gold Installment
 - NFC Payment
 - Event Ticket Sales
 - Ship Ticket Sales
- 2024**
 - Gold Investment
 - Multi-currency Card
 - Gold Saving & Gold Recap
 - Travel Flight, Groceries and Logistic
 - BRI mo widget
 - Chat Banking Service (Sabrina)
- 2023**
 - Complain-in-apps feature and toll-free services to ease the complaints filing
 - Government bond
 - Virtual credit card
 - QR cross border (Singapore)
 - Virtual debit card
- 2022**
 - Opening Forex account
 - QR payment with CC as source of fund
 - Personal financial management
 - RDN investment





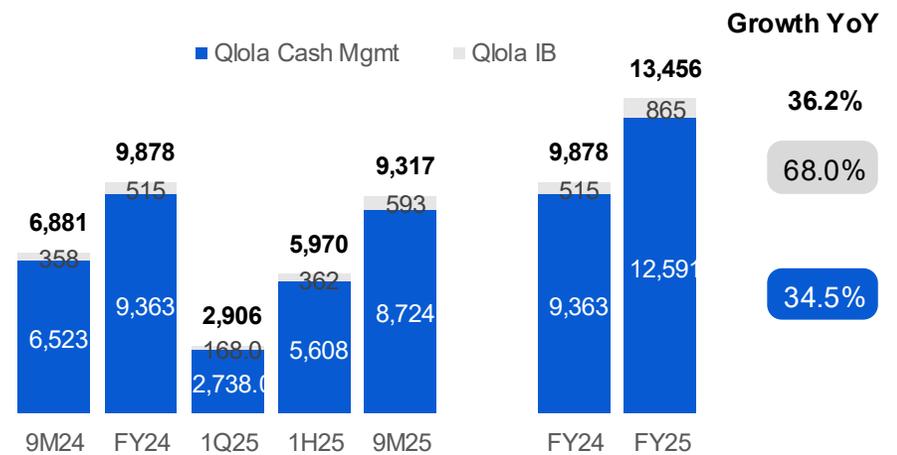
Active Users

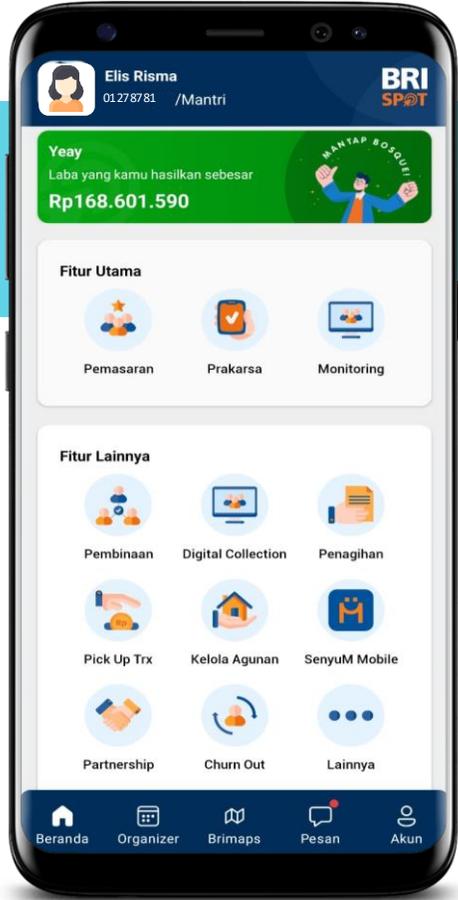
(In thousands)



Sales Volume

(In Rp trillion)





+92K Users
(loan officers & approvers)

+160 Impactful Features
Micro +76
Small +37
Consumer +44

BRISPOT Features

Boost Productivity

- Sales & pipeline
- Working Area Mapping
- Surrounding Integration
- Pick Up Transaction
- Market Navigator (BRIMAPS)

Leadership Empowerment

- Performance Dashboard (MIS)
- KPI Visibility
- Productivity Monitoring
- Activity Monitoring

Strengthen Risk Control

- Loan Collection
- Today's Payment
- Loan Remedial & Recovery
- Fraud Detection System

- BRILink partnership
- Schedule Partnership
- Merchant Acquisition
- Bancassurance, BRIFINE Acquisition
- Cross RM Referral

- Profit & Loss Portfolio
- Early Warning System
- Leader as Marketer
- Ecosystem Management

- Credit Restructuring
- Credit Scoring
- Collateral Management
- Biometric Validation Platform (BVP)



AI-Driven Excellence

Smarter product recommendations, sharper sales pipelines, product insights and always-on chatbot support.

Boost Productivity & Unleash the Potential

Digitalization

Before

- Double work
- Variative financial assessment
- No cross-selling module



After

- All in one go
- Standardized template
- Build-in cross-sell module

Automation

Before

- Manual prescreening
- Manual disbursement
- Manual reminder by loan officer



After

- Automatic prescreening
- Automatic disbursement
- SMS & email notifications

Simplification

Before

- Paper based loan application
- Manual mapping
- Approval process in 20 days

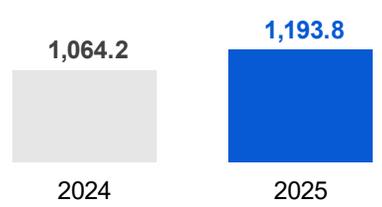


After

- Paperless loan application
- Geo-tagging technology
- Less in 1 day

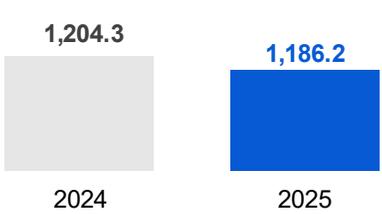
Agents (In Thousand)

12.2% YoY



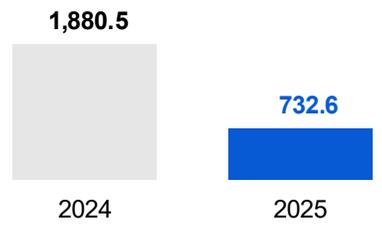
Transactions (In Mn)

-1.5% YoY



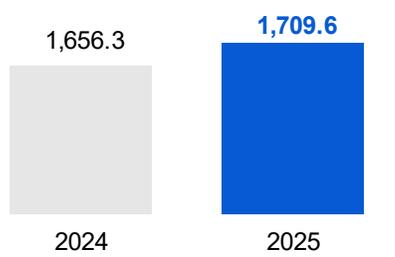
Loan Referrals (In Thousand)

-61.0% YoY



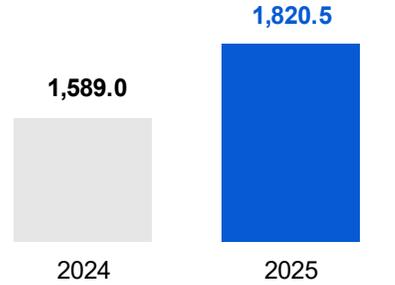
Fee Income (Rp Bn)

3.2% YoY



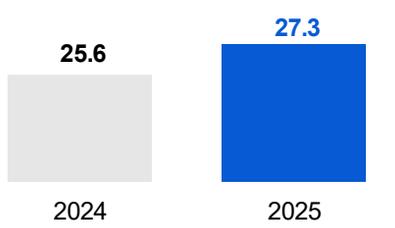
Transaction Value (Rp Tn)

14.6% YoY



CASA (Rp Tn)

6.5% YoY



SERVICES

STRATEGY

SERVICES PROVIDED



STRATEGY





| SUSTAINABILITY | INITIATIVES

BRI's Journey Toward World-Class Sustainable Banking Group

Strengthening Environmental, Social, and Governance Commitments for a Sustainable Future



1895: Founded during the colonial era to protect local communities from loan sharks, supported by a mosque fund

1895 – 1986:
S Launched *Kupedes & Simpedes*, pioneering rural financial inclusion

S **2007:** Supported the government's *KUR* program to empower MSMEs

S **2012:** Launched *BRI Mobile Banking*, the first step toward *BRIMO*'s digital inclusion.

1895 – 2014:
Where inclusion begins



S **2014:** Launched *BRILink Agents* to expand financial access nationwide.

G **2015:** Joined **First Movers on Sustainable Banking** initiated by OJK

E **2017:** Issued **Palm Oil Loan Policy**, our first sub-sector policy

E S **2019:** Issued BRI's first USD 500 million **Sustainability Bond**, marking a new era in sustainable finance

E **2020:** Conducted **GHG emission calculation** for operational footprint.

2015 – 2022:
Building the Sustainability Foundation



S **2021:** Formed **Ultramicro Holding** with Pegadaian and PNM,

G **2021:** Formed ESG Committee to strengthen sustainability governance.

G **2022:** Established ESG Division and Sustainability Strategy to advance sustainability implementation.

S&P Global	SUSTAINALYTICS	MSCI
23 /100 (2018)	Medium Risk (2021)	BBB (2021)

2022

E Joined **PCAF** and conducted **financed emission** calculation

E Launched Multi-Year **Green Bond** Issuance (2022–2024), total IDR 13.5 trillion to finance sustainable projects.

E Issued **Pulp & Paper** sub-sector policy

2022 – 2024:
Advancing Toward Global Sustainability Standards

2023

E Set **Net Zero 2050** ambition and initiated SBTi validation process

E Issued BRI's first **TCFD Report**

S Adopted **Principles of Human Rights** in Employment

G Became a **UN Global Compact** Signatory

2024

E NZE near-term Target **Approved by SBTi**

E Conducted **Climate Risk Stress Testing**

E Issued **Oil & Gas and Coal** sub-sector policy

G Adopted **ISO 26000**

S&P Global	SUSTAINALYTICS	MSCI
63 /100 (2022)	Low Risk (2022)	A (2022)

2025 and beyond:
Leading the Way Toward
A World Class Sustainable Banking Group

2025

G Adopted **IFRS S1 & S2** in the 2024 Sustainability Report

S Issued IDR 5 trillion **Social Bond**

E Disbursed USD 120.5 million **Sustainability Linked Loan**

E Launched **Carbon Management Feature** in Qlola Cash Management

S PNM issued IDR 16 trillion **Orange Bond**

G **Whistleblowing System** is now managed by an **independent party**

E Issued **Forestry and Power Generation** sub-sector policies

Q4 2025

S Social Impact Assessment

S&P Global	SUSTAINALYTICS	MSCI
74/100 (2025)	Low Risk (2025)	A (2025)

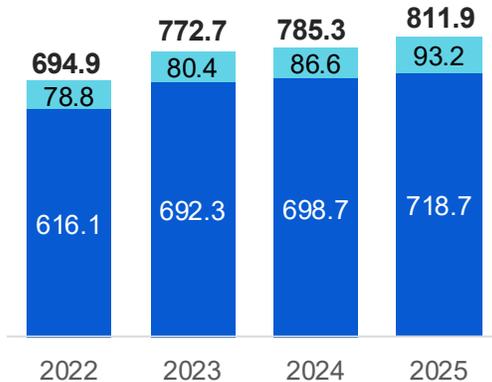
Sustainable Financing and Funding

Integrating sustainability considerations into BRI's financing and funding practices.

SUSTAINABLE LOANS PORTFOLIO*

As of FY 2025, **sustainable loans** accounted for **60.5% of BRI's total loan portfolio**

(Rp Trillion)



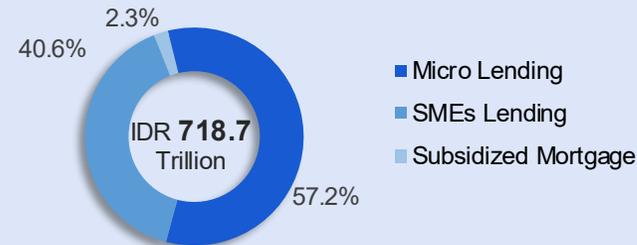
Green Loans breakdown

Green Loans account for **7.1% of BRI's total loan portfolio.**



Social Loans breakdown

Social Loans account for **53.5% of BRI's total loan portfolio.**



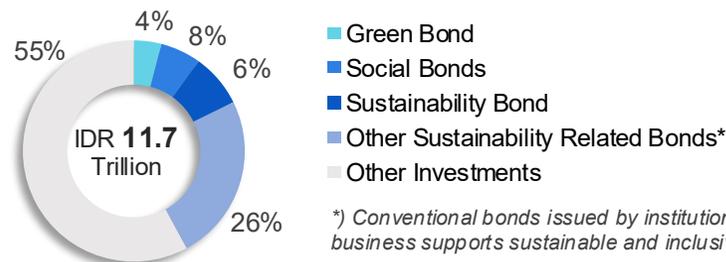
*) Based on the Categories of Sustainable Business Activities as stipulated in POJK No. 18/2023

Sustainable Loans Products

- Sustainability-linked Loan
- Green Mortgage
- Subsidized Mortgage

SUSTAINABLE INVESTMENTS PORTFOLIO

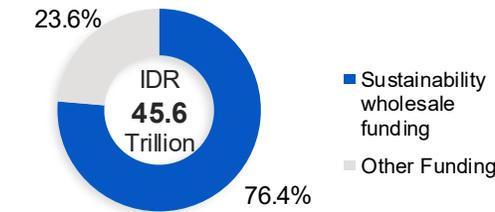
As of FY 2025, **sustainable investments** represented **45% of BRI's corporate bond portfolio**, consisting of Green, Social, Sustainability, and other sustainability-related bonds.



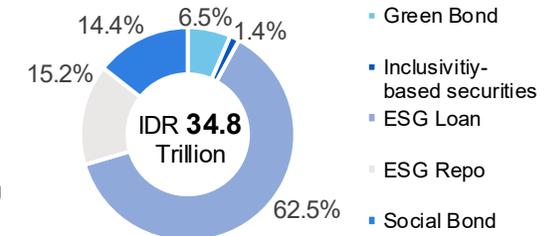
*) Conventional bonds issued by institutions whose core business supports sustainable and inclusive development

SUSTAINABLE WHOLESALE FUNDING

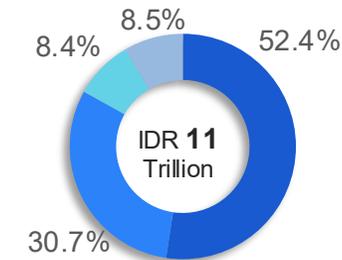
Sustainable Wholesale Funding Portfolio (FY 2025)



Sustainable Wholesale Funding Composition (FY 2025)



GREEN BONDS IMPACTS



Sustainable Projects

- Renewable Energy
- Sustainable Land Use
- Employee Generation
- Socioeconomic advancement and empowerment

Impacts

- Green energy produced **4,472 GWh/year**
- Avoided emission **2,890,773 Ton CO2eq/year**

8 clients are **RSPO/ISPO certified**

+10,000 MSME jobs created from Kupedes disbursement

+11,000 feasible but unbankable Micro business supported from KUR disbursement

BRI issued Green Bonds in three phases (2022–2024) totalling IDR 13.5 trillion, with IDR 11 trillion outstanding as of December 2024, allocated both toward green and social projects

BRI NEGATIVE LIST LOAN POLICY

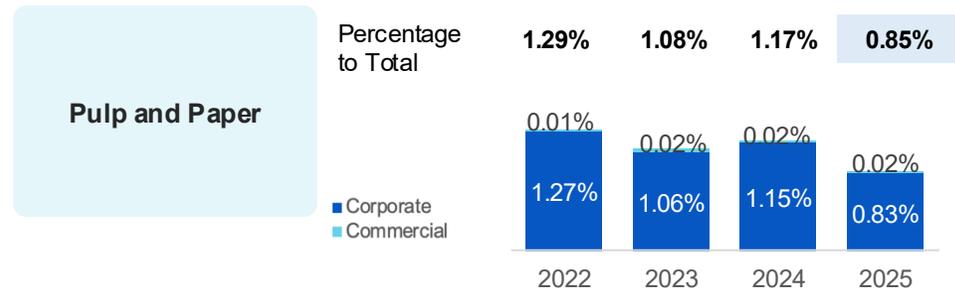
BRI is committed to having no exposure in several sectors, including but not limited to:

- 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 Other fields/sector according to applicable law/regulation.

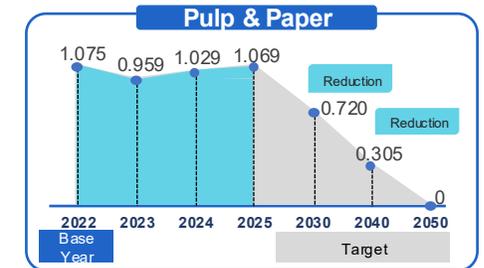
BRI GENERAL SUB SECTOR LOAN POLICY

- **PROPER Rating** (Black PROPER rating is not accepted)
- Compliance with **environmental permitting requirements** (AMDAL or UKL-UPL) in accordance with regulations.
- Implementation of Occupational Health and Safety Management System and Social & Environmental Responsibility.

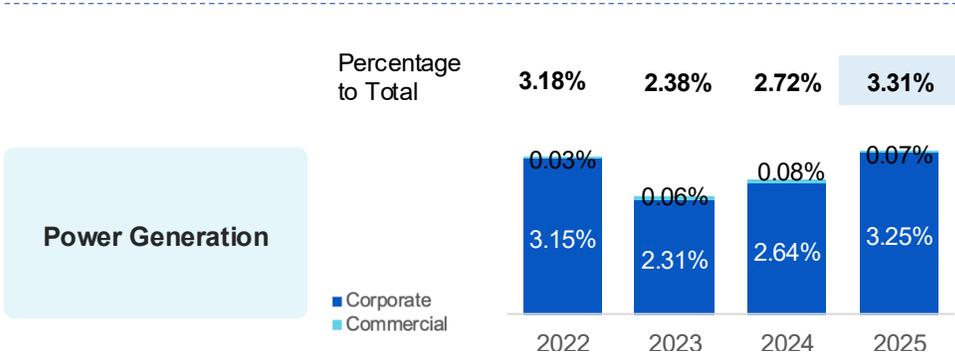
SECTOR LOAN PORTFOLIO POLICY METRIC & TARGET



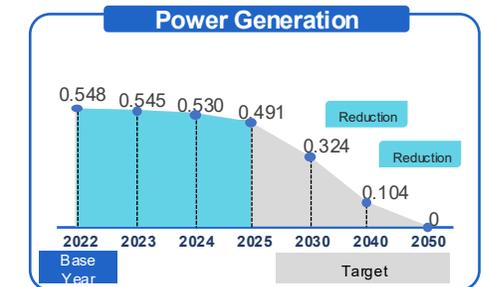
- **NDPE** compliant: No Deforestation, No Peat, No Exploitation
- Compliance with SVLK (**Timber Legality Verification System**)
- Optional **supporting documents**: HCV or HCS Assessment/ Green Industry Certification/ Forest Stewardship Council/ Indonesian Forestry Certification Cooperation



(Unit metric ton CO₂e/metric tons of paper and pulp produced)



- **Energy transition roadmap** and energy management compliance (> 6,000 Ton Oil Equivalent)
- Possess valid **industrial electricity business licenses** (IUPTLU, RUPTL, business area, and related sales, purchase, or interconnection permits).
- The credit tenor is structured in alignment with the **government's phase-out roadmap**.



(Units: metric ton CO₂e/electricity and heat generated in MWh)

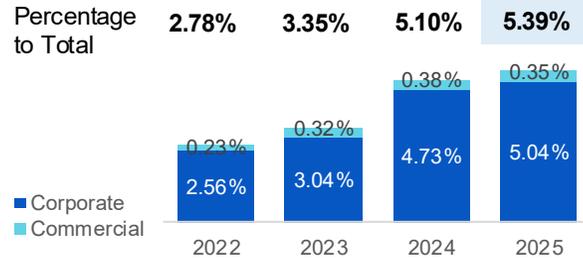
SECTOR

LOAN PORTFOLIO

SECTORAL LOAN POLICY

METRIC & TARGET

Palm Oil



- **NDPE** compliant: No Deforestation, No Peat, No Exploitation
- **ISPO/RSPO** certified or in certification process.
- Minimum **20% plasma plantation** area developed with local communities.

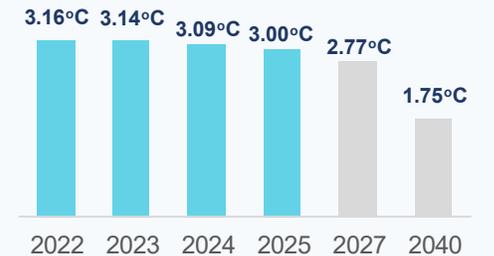
For sectors not covered by the Sectoral Decarbonization Approach, BRI uses the **Temperature Ratings Methodology** to set and manage emission reduction targets.

Oil & Gas



- **Energy transition roadmap** and energy management compliance (> 6,000 Ton Oil Equivalent)
- **Not prioritizing new customer** expansion in the **Unconventional Oil and Gas sub-sector**.

Scope 1 & 2 Emissions



Annual Reduction Rate: 0.0783 °C/year

Coal



- **Energy transition roadmap** and energy management compliance (> 6,000 Ton Oil Equivalent)
- **Mine closure and reclamation plan** in compliance with regulations.

Scope 1, 2, & 3 Emissions



Annual Reduction Rate: 0.0656 °C/year

Forestry



- Compliance with SVLK (**Timber Legality Verification System**)
- Possess valid **forestry business licenses** (IUPHHK or PBPH) and approved **Business Work Plan** (RKU).
- Optional **supporting documents**: HCV or HCS Assessment/ Green Industry Certification/ Forest Stewardship Council/ Indonesian Forestry Certification Cooperation

Expanding financial access, usage, and quality to drive inclusive growth.

BRI is committed to providing access to customer-centric and affordable financial products & services to unserved and underserved groups

Financial Inclusion

Expanding financial inclusion through an inclusive banking ecosystem that ensures accessible & affordable services for all.

Driving Financial Inclusion

BRI contributes 64.5% to Indonesia's 80.5% financial inclusion rate.

Year	Indonesia's Financial Inclusion*	BRI's Contribution
2024	75.02%	63.6%
2025	80.51%	64.5%

* Based on the 2025 National Financial Literacy & Inclusion Survey conducted by OJK

Nation-wide Service Points

BRI ensures that financial services are accessible to all, from major cities to remote villages.

- Physical Access**
 - 7,377 BRI Outlets
- Digital Access**
 - 627,679 E-channels
 - 1.2 million BRILink Agents
 - 45.9 Mn users

FY 2025

Customer-Centric Product

BRI serves diverse customers, reflecting its inclusive financial access.

- Savings Products**
 - BRI Tabungan Simpedes: Low income individuals, Rural customers
 - BRI Tabungan Britama: Emerging middle-class customers, Urban and semi urban customers
- Loans Products**
 - BRI KUR: Ultra-micro, micro & small segment, Lower interest, policy-driven
 - Kupedes BRI: Commercial micro segment
- Insurance Products**
 - Asean+ Micro KKM: Micro life insurance
 - BRI: Micro business property insurance
 - BRI: Micro home insurance

Financial Inclusion of Individual Customers

4.7 Mn customers in 3T Area

By Gender: 72.3 Mn customers (Male), 68.2 Mn customers (Female)

By Age: 20.4 Mn customers (Young), 33.5 Mn customers (Elderly)

By 3T Area**: 4.7 Mn customers

** Under develop, Frontier, and Outermost Areas

Financial Literacy

Advancing financial literacy to strengthen customer trust and foster sustainable financial participation.

Strategy & Program

BRI enhances literacy by empowering communities/MSMEs, while strengthening product transparency & complaint handling

Financial Literacy & Customer Empowerment Program

- desa britian: 5,245 Desa BRILiaN
- linkumkm: 14.9 Million MSME Users
- klasterku hidupku: 42,301 Kluster Bisnis

Product Transparency & Fair Treatment

Product Communication & Sales

- Fair advertising policy
- Responsible marketing & product offering policy

Responsible Lending Practices

- Credit needs & affordability assessment
- Responsible debt collection
- Loan modification options

Robust Customer Complaint Handling & Resolution Processes

Sabrina – Conversational Banking Service

BRI expands customer access beyond physical branches through digital channels, strengthening complaint handling and service responsiveness.

0812-1214-017

Customer Satisfaction

87.06% (Dec-24), 91.72% (Dec-25)

Complaint Resolution Rate

99.81% (Dec-24), 99.98% (Dec-25)

Financial Well-Being

Positioning financial well-being through measurable social impact of financial access and literacy.

Social Impact Identification

Access to Essential Services

(Providing access to basic financial services)

- BRI Tabungan Simpedes: 108.23 Mn customers
- BRI Tabungan Britama: 28.63 Mn customers
- BRI Tabungan Bisnis: 0.72 Mn accounts

Socioeconomic Advancement and Empowerment

(Strengthening business capacity to support higher business tier progression)

- Ultra Micro Graduation (BRI Group): 2.36 Mn customers
- KUR Graduation (Bank Only): 1.16 Mn customers

Affordable Housing

(Providing access to affordable housing for low-income communities)

Subsidized Mortgage

- BRI KPR: 118 Th Debtors

Affordable Basic Infrastructure

(Providing financing support for basic infrastructure development, including renewable energy)

- Coporate & Commercial Debtors: 20 Debtors (Rp 6.85 Tn)

Food Security & Sustainable Food System

(Providing access to government-food assistance)

- Kartu Keluarga Sejahtera: 5.5 Mn Beneficiaries
- Kartu Tani: 5.3 Mn beneficiaries
- KUSUKA: 0.5 Mn beneficiaries

Employment Generation & Economic Resilience

(Financing micro & small businesses to sustain livelihoods)

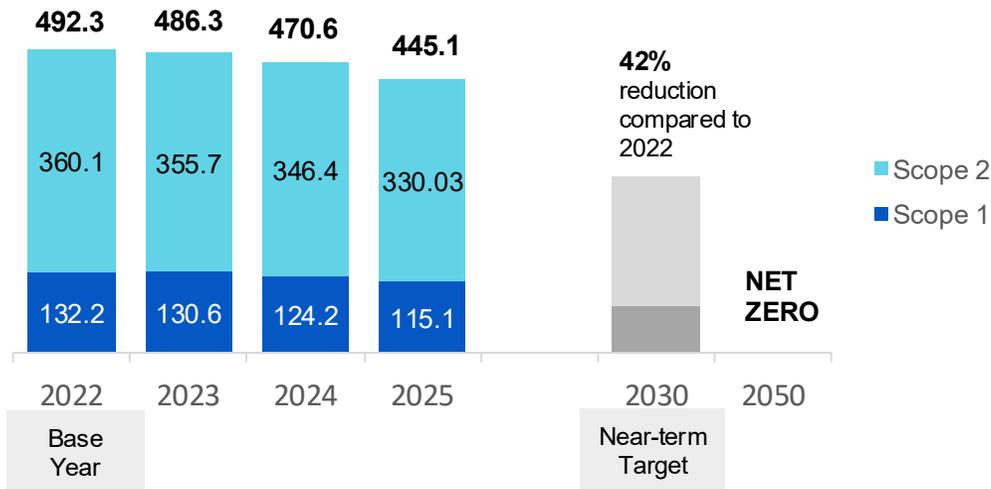
- KUR Super Micro: 32.34 Th Debtors
- KUR Micro: 7.98 Mn Debtors
- Kupedes: 3.94 Mn Debtors

46

OPERATIONAL EMISSIONS: TARGET, PROGRESS & INITIATIVES

Operational Emissions Target & Progress

(ktCO₂e)



Environmental Initiatives to Reduce Operational Impact

Solar Energy System



Installed Solar Panels in 152 offices

Eco-Friendly Vehicles



Replaced 926 operational vehicles to eco-friendly units



Zero Waste to Landfill Program



BRI ensures proper waste management to reduce climate impact. Total 746.4 tonCO₂e of emission avoided in 2025

BRI PEDULI FLAGSHIP PROGRAMS

FY2025

JAGA SUNGAI JAGA KEHIDUPAN (*Protect the River, Protect Life*)

A program to prevent pollution and reduce flood risk through river normalisation, infrastructure upgrades, and vegetation planting, promoting water conservation and sustainable management through education and community engagement.



1,400 volunteers involved



2.2 Km of river cleaned



57.7 Tn Waste Collected



346.54 tonCO₂e emission avoidance potential



AURA (*Aspire to Uplift, Revive, and Achieve*)

AURA is an initiative programme for the empowerment of women's groups focused on business development.



562 Women Involved



IDR 3.93 billion Group Revenue Increased



41 Entrepreneur Training Held



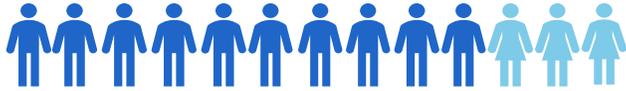
25.56% Contribution to Indonesia Human Development Index (Women)



BOARD GOVERNANCE

FY2025

Board of Management*



23%

Women in Board of Director

*BoM become effective upon Fit & Proper Test Approval from OJK



50%

Independent Commissioners

Committees Under Board of Commissioners

- Audit Committee
- Risk Management Monitoring Committee
- Nomination & Remuneration Committee
- Integrated Governance Committee

All committees under BoC are chaired by an Independent Commissioner

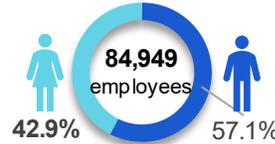
ESG Governance

ESG Committee, chaired by the CEO, oversees ESG strategies, monitor ESG performance, and manage ESG risks.

OUR PEOPLE SNAPSHOT

FY2025

Women in the Workforce



Women in Leadership (Junior, Middle & Top Management)



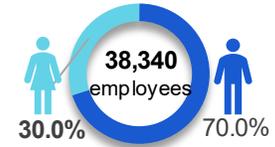
New Hire



Women in STEM



Women in Revenue Generating Function



Employees with Disability



Average Learning Hours (FY2025)



BRILiaN Leader Retirement Program



Turn Over Rate

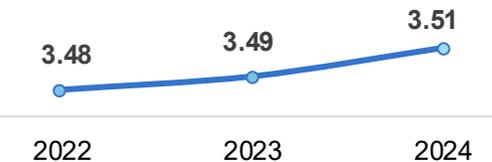


Performance Assessment & Remuneration

- 180° behaviour assessment**
- Courageous Performance Dialogue (CPD)**
Two-way dialogue (employees and leaders) for continuous improvement
- Merit-Based Remuneration**
BRI applies **merit-based** remuneration & career management policy **without discrimination**

Trend of Employee Engagement

This Index reflects employees' commitment & willingness to go the extra mile for the Bank.



SUSTAINABILITY STRATEGY

Catalyst for Sustainable Growth



BRI ESG RATINGS

<p>S&P Global</p> <p>PT Bank Rakyat Indonesia (Persero) Tbk Banks</p> <p>74 /100</p> <p>Sustainability Yearbook Member</p> <p>Corporate Sustainability Assessment (CSA) 2025</p> <p>74/100 Bandung, February 11, 2026</p>	<p>SUSTAINALYTICS</p> <p>Low ESG Risk</p>	<p>MSCI</p> <p>A Rating</p>
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AWARDS



KEHATI ESG AWARD 2025
Sector Debt & Project Financing
Best Issuer/Borrower



The Asset Triple A Awards for Sustainable Finance 2025

- Best Issuer for Sustainable Finance
- Best Social Loan



Investor Trust: The Best Corporate Emission Reduction Transparency Awards 2025

Best of The Best Public Company with Trusted Green Achievement in Emission Reduction and Trusted Diamond Achievement in Emission Transparency

CLIMATE RISK STRESS TESTING

- Aligned with the Financial Services Authority (OJK) roadmap for Climate Risk Management and Scenario Analysis (CRMS) implementation, BRI conducted Climate Risk Stress Testing (CRST) in 2 phases.
- The Phase I analysis in July 2024 covered 71.41% of our total portfolio (50% required by OJK).
- BRI has conducted analysis in Phase II that covers 100% of our total portfolio on all sectors. The result has been published in SR 2024.

BUSINESS ETHICS & CYBERSECURITY

BRI's Whistleblowing System is managed by an **independent third party** to ensure impartial handling, anonymity, and confidentiality for all reporters. The system is open to employees, customers, suppliers, and other stakeholders, with a strict non-retaliation policy.

Whistleblowing System

- SMS/WA: 0811 8113 5306
- bri-whistleblowingsystem@tipoffs.info
- <https://idn.deloitte-halo.com/bri-whistleblowingsystem/>
- PO BOX 1895 JKP 10900

Robust cybersecurity governance enables BRI to safeguard customer information, achieving zero data breaches for five straight years.



Zero Data Breach

GLOBAL SIGNATORIES

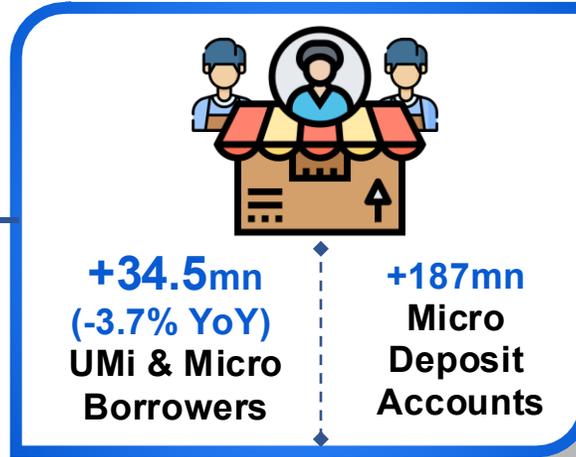
	United Nations Global Compact
	Partnership for Carbon Accounting Financials
	Science-Based Target Initiatives



| ULTRA MICRO | ECOSYSTEM

Access to comprehensive Ultra Micro & Micro Financing Products

- **Group Lending (PNM Mekaar):**
Rp45.4 Tn (+1.2% YoY), 13.2 Mn borrowers (-8.5% YoY)
- **Pawn Lending (Pegadaian):**
Rp115.1 Tn (+58.3% YoY), 8.5 Mn borrowers (+9.7% YoY)
- **Micro Loans Across Each UMi Business:**
 - a) BRI Micro Loan: Rp470.8Tn (-4.2% YoY), 12.4 Mn borrowers (-5.2% YoY)
 - b) PNM Ulamm: Rp3.1 Tn (-15.1% YoY), 61.3K borrowers (-14.9% YoY)
 - c) Pegadaian (Non-Pawn Lending): Rp10.9 Tn (-13.7% YoY), 410k borrowers (-29.1% YoY)



Comprehensive Savings and Beyond Banking Products

- **Micro CASA:** Rp321.0 (+1.3% YoY)
- **Micro Insurance (Life/ Health, House & Property):** 31.3 Mn insurance policies (1.2% YoY)
 - **Life/ Health:** 13.8 Mn policies (+6.0% YoY)
 - **House:** 10.1 Mn policies (+0.2% YoY)
 - **Property:** 7.4 Mn policies (-5.6% YoY)
- **Gold Savings & Investment:**
4.7 Mn customers & 17.106 kg gold OS (65.5% YoY)
- **Mobile Banking (BRImo):** 45.9 Mn users (18.9% YoY)

Wider Points of Access



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

National Posture of Indonesian Enterprises and Individuals

-
- 1 **Corporation:** ~5.6k business with sales of >Rp50 Bn and working capital of >Rp50 Bn
 - 2 **Medium:** ~44.7k businesses with sales of >Rp15 Bn – Rp50 Bn and working capital of >Rp5 Bn – Rp10 Bn
 - 3 **Small:** ~194.0k businesses with sales of >Rp2 Bn – Rp15 Bn and working capital of >Rp1 Bn – Rp5 Bn

4 **Micro & Ultra Micro**

- ~67 Mn businesses, incl. ~53 Mn businesses eligible for Ultra Micro loans
- Access to group loans or KUR only

4 **Micro**

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

Ultra Micro

- Mostly reliant on informal funding



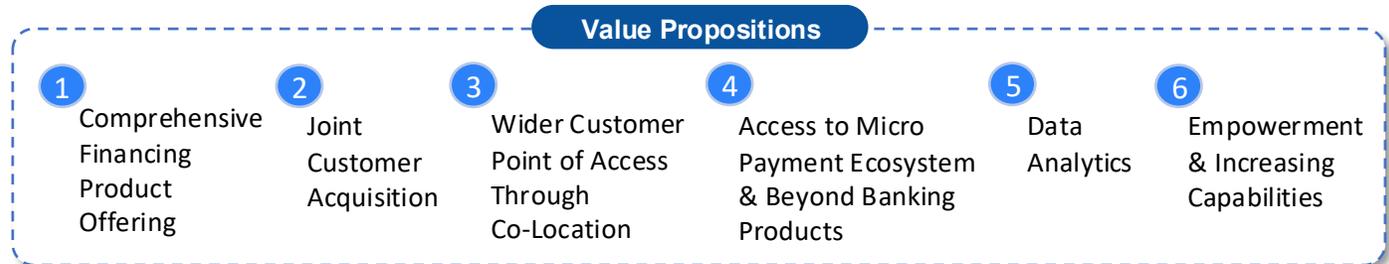
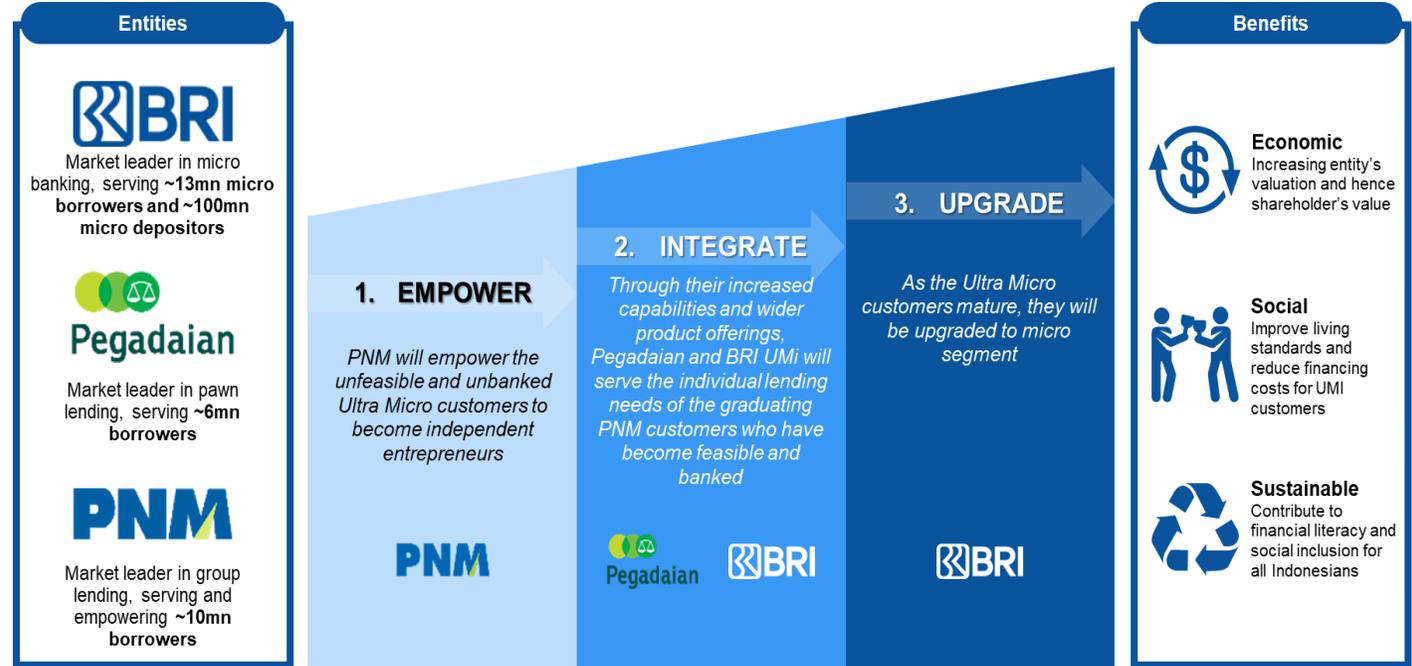
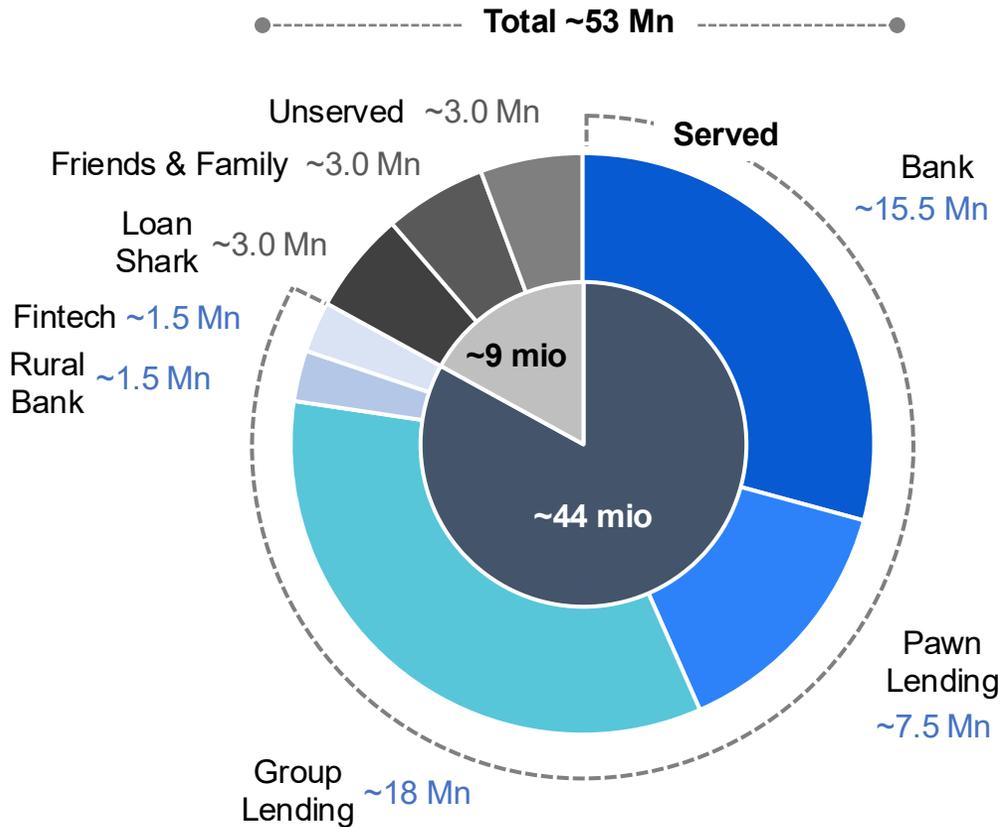
BRI Micro & Ultra Micro Comprehensive Business

- **Large Customer Base**
+34.5 Mn Borrowers (+12.4 Mn BRI, +13.2 Mn PNM, +8.9 Mn Pegadaian borrowers)
- **Extensive Banking Channels**
 - 6,340 BRI Micro Outlets
 - 4,076 Pegadaian Outlets
 - 4,597 PNM Outlets
 - +1.2 Mn 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)

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

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

(# Ultra Micro Business)





Balance Sheet Highlight

	4Q24	4Q25
Total Assets	55,363	56,986
Loan Outstanding	50,024	50,276
Total Liability	44,805	45,433
Total Equity	10,558	11,553

Income Statement Highlight

	4Q24	4Q25
Net Interest Income	3,992	3,648
Other Opr. Income	80	124
Overhead Cost	2,729	2,855
Net Income After Tax	512	(80)

Key Ratios

	4Q24	4Q25
NIM	31.3%	26.6%
COF	6.7%	6.1%
COC	8.0%	9.1%
CIR	60.2%	75.7%

(Rp Bn)

	2024	2025	g YoY
Total Assets	55,363	56,986	2.9%
Loan Outstanding	50,024	50,276	0.5%
Total Liability	44,805	45,433	1.4%
Total Equity	10,558	11,553	9.4%

(Rp Bn)

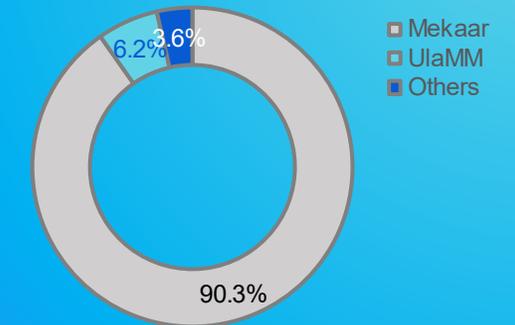
	2024	2025	g YoY
Net Interest Income	13,994	16,502	17.9%
Other Opr. Income	262	364	38.9%
Overhead Cost	8,796	10,113	15.0%
Net Income After Tax	1,498	1,017	-32.1%

(Rp Bn)

	2024	2025	g YoY
NIM	27.8%	24.5%	-3.3%
COF	6.6%	6.2%	-0.3%
COC	7.7%	6.0%	-1.7%
CIR	61.7%	69.7%	8.0%

Loan Composition

As of 2025



Products & Services

- Mekaar group lending for female borrowers
- ULaMM Micro lending

Extensive Network & Sales Force



Extensive network with +4,597 outlets across Indonesia



Strong sales force with +43,693 account officers



Pegadaian

Balance Sheet Highlight

	4Q24	4Q25	2024	2025	g YoY
Total Assets	102,617	151,261	102,617	151,261	47.4%
Loan Outstanding	85,379	126,048	85,379	126,048	47.6%
Total Liability	66,642	110,030	66,642	110,030	65.1%
Total Equity	35,974	41,231	35,974	41,231	14.6%

Income Statement Highlight

	4Q24	4Q25	2024	2025	g YoY
Net Interest Income	3,813	6,145	15,203	20,850	37.1%
Other Opr. Income	796	1,844	2,551	4,891	91.7%
Overhead Cost	2,885	4,063	9,529	13,179	38.3%
Net Income After Tax	1,408	2,682	5,852	8,357	42.8%

Key Ratios

	4Q24	4Q25	2024	2025	g YoY
NIM	17.9%	20.0%	19.5%	19.8%	0.3%
COF	6.6%	6.0%	6.3%	6.3%	0.0%
COC	-0.8%	1.5%	0.7%	1.2%	0.5%
CIR	62.6%	50.9%	53.7%	51.6%	-2.1%

The oldest pawn service provider with more than 120 years experience

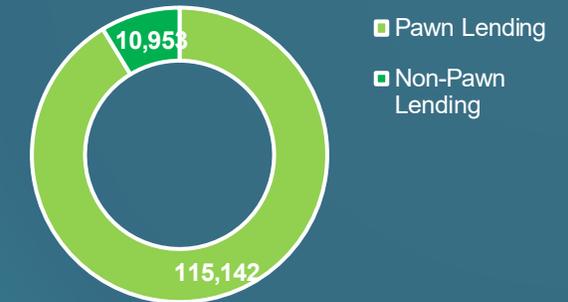
- The largest pawn service provider based on Asset & Loan
- Leader in pawn lending with market share of more than 95%, catering to more than 8.3 Mn borrowers

(Rp Bn)

(Rp Bn)

Loan Composition

As of 2025



Products & Services

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

Extensive Network & Sales Force

- +3,329 sales force
- + 4,076 Outlets
- +8.5 Mn Active Borrowers
- Gold Savings**
+4.7 Mn Active Cust. With +17.1 Tons of gold outstanding

Bullion Banking

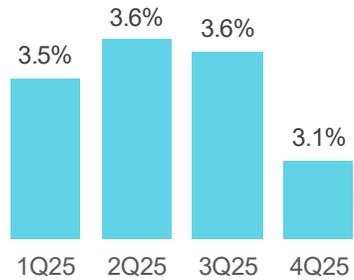
- 2.18tons** Gold Deposits
- 1.08tn** Gold Working Capital Loan
- 3.2tons** Gold Custodian
- 10.7tons** Gold Trading



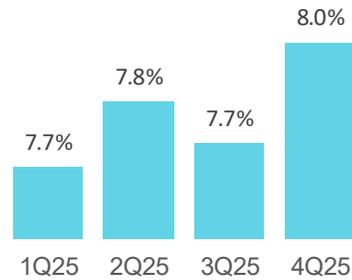
| **FY25**
| **CONSOLIDATED FINANCIAL
UPDATE**

Key Ratios (Consolidated)

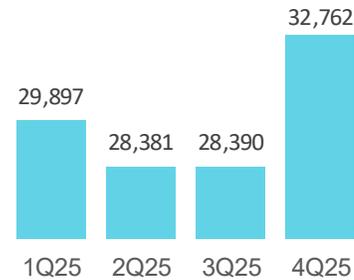
CoIBL (-0.5% QoQ)



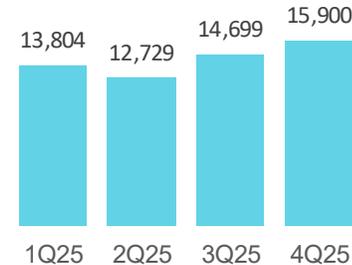
NIM (+0.3% QoQ)



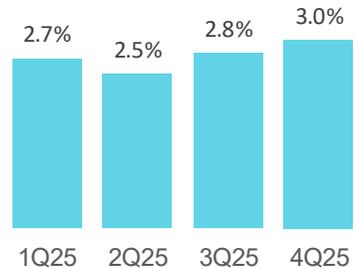
PPOP (+15.4% QoQ)



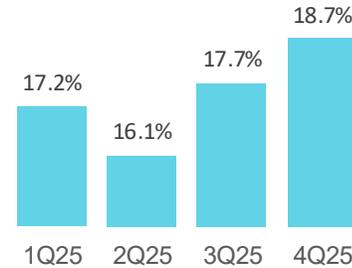
Net Profit (+8.2% QoQ)



ROAAT (+0.2% QoQ)



ROE (+1.0% QoQ)



Quarterly Cost of Credit Consolidated vs Bank Only



- PPOP increased 15.4% QoQ in 4Q25, driven by Other Operating Income that increased 26.5% QoQ, and a manageable cost of third-party fund that decreased by 56bps QoQ, and manageable Opex growth
- Overall, profitability metrics increased QoQ. ROA and ROE increased QoQ by 20bps and 100bps, respectively. NIM increased 30bps QoQ, driven by Cost of Fund improvement in 4Q25. Net Profit increased 8.2% QoQ.
- The Consolidated net CoC increased by 60bps QoQ, as credit costs trended upward toward guidance nearing the end of FY25.

* Starting Jan-25, we have been using a new methodology to calculate NIM, based on the monthly average Earning Assets excluding Investment, Derivative Receivables, and Acceptance Receivables that do not generate interest income. All historical data reflects this change

KEY FINANCIAL HIGHLIGHTS

8.2% QoQ Net Profit Growth Driven by Resilient Core Earnings and Cost Discipline

Description	Consolidated					
	2025	2024	4Q25	3Q25	g QoQ	g YoY
Total Loan & Financing (Rp Bn)	1,521,486	1,354,641	1,521,486	1,438,109	5.8%	12.3%
Micro/ Total Loans	42.6%	46.3%	42.6%	44.0%	-1.4%	-3.7%
NIM	7.8%	7.9%	8.0%	7.7%	0.2%	-0.1%
Pre-Provision Operating Profit (Rp Bn)	119,430	116,377	32,762	28,389	15.4%	2.6%
Total CAR	23.7%	26.6%	23.7%	25.4%	-1.7%	-2.9%
CASA %	70.6%	67.3%	70.6%	67.6%	3.0%	3.3%
Cost to Income Ratio (CIR)	42.5%	41.6%	41.8%	44.6%	-2.8%	0.9%
NPL (Gross)	3.1%	2.8%	3.0%	3.1%	-0.1%	0.3%
Credit Cost	3.3%	3.2%	3.6%	2.9%	0.7%	0.1%
<i>Net Credit Cost</i>	1.9%	1.3%	2.1%	1.5%		
ROA After Tax	2.7%	3.0%	3.0%	2.8%	0.2%	-0.3%
ROE B/S	17.4%	18.9%	18.7%	17.7%	1.0%	-1.5%
Leverage	6.5	6.2	6.5	6.3	0.2	0.3
Net Profit (Rp Bn)	57,132	60,306	15,900	14,699	8.2%	-5.3%
PATMI (Rp Bn)	56,652	59,959	15,874	14,502	9.5%	-5.5%

* We reclassified fee-based income from Supply Chain Financing into Net Interest Income (Non-Loan) of Rp 2.4 tn in FY24 and Rp 2.2 tn in FY23. All FY24 and FY23 is adjusted to reflect this change.

* Starting Jan-25, we have been using a new methodology to calculate NIM, based on the monthly average Earning Assets excluding Investment, Derivative Receivables, and Acceptance Receivables that do not generate interest income. All historical data reflects this change



| **FY25**
| **BANK ONLY PERFORMANCE**

Description	Bank Only					
	2025	2024	4Q25	3Q25	g QoQ	g YoY
Total Loan (Rp Bn)	1,342,674	1,215,847	1,342,674	1,277,916	5.07%	10.43%
Micro/ Total Loans	35.1%	40.4%	35.1%	37.1%	-2.1%	-5.3%
NIM	6.5%	6.7%	6.6%	6.4%	0.1%	-0.2%
Total CAR	21.2%	24.4%	21.2%	23.0%	-1.8%	-3.2%
CASA %	70.9%	67.5%	70.9%	67.9%	3.0%	3.4%
Cost of IBL	3.3%	3.6%	2.9%	3.4%	-0.5%	-0.3%
Cost of Fund - TPF	2.9%	3.0%	2.0%	3.0%	-1.0%	-0.1%
Cost to Income Ratio (CIR)	38.9%	37.2%	37.9%	40.0%	-2.1%	1.7%
NPL (Gross)	3.3%	2.9%	3.3%	3.3%	0.0%	0.4%
Credit Cost	3.4%	3.2%	3.4%	3.0%	0.4%	0.2%
<i>Net Credit Cost</i>	1.7%	1.2%	1.5%	1.5%		
ROA After Tax	2.6%	3.0%	2.7%	2.5%	0.2%	-0.3%
ROE B/S	16.8%	18.4%	16.8%	15.6%	1.3%	-1.6%
Leverage	6.5	6.1	6.5	6.3	0.18	0.4
Net Profit (Rp Bn)	50,404	54,841	12,998	11,848	9.70%	-8.09%

(Rp Bn)

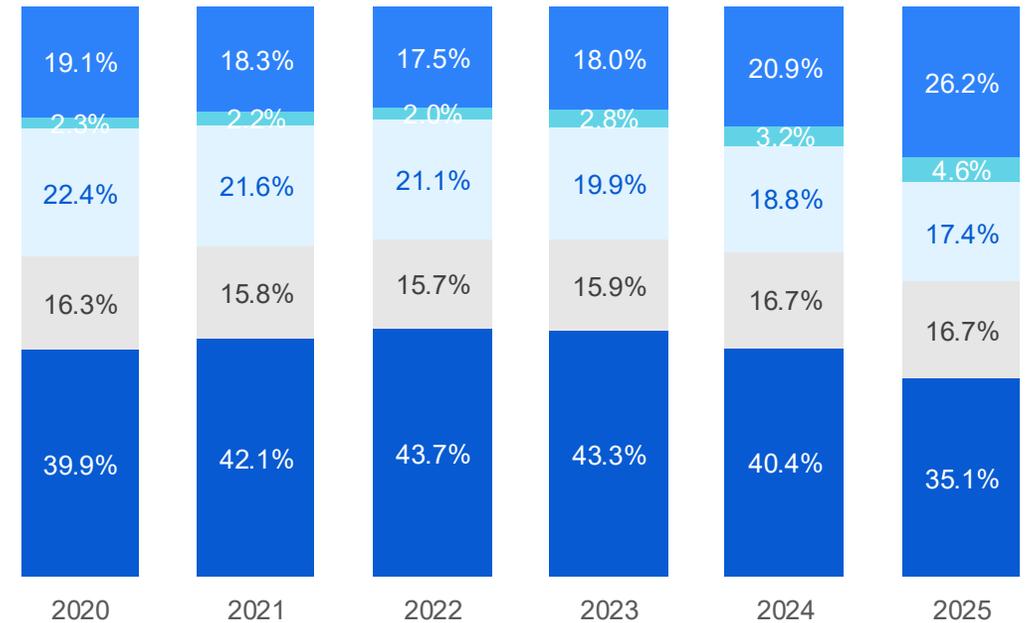
Items	2025	9M25	2024	g QoQ	g YoY	2023	2022	2021
Cash and Cash Equivalent	63,227	99,858	118,096	-36.7%	-46.5%	132,904	177,282	82,059
Total Earning Assets:	1,856,531	1,822,501	1,711,302	1.9%	8.5%	1,684,737	1,573,609	1,504,797
- Placement with BI & Other Banks	61,409	90,830	80,743	-32.4%	-23.9%	85,555	88,710	66,922
- Receivables (Acceptance & Others)	62,492	56,054	51,836	11.5%	20.6%	65,018	47,075	39,856
- Loans	1,342,674	1,277,916	1,215,847	5.1%	10.4%	1,146,083	1,029,803	943,703
- Gov't Bonds & Marketable Securities	338,655	346,845	312,635	-2.4%	8.3%	338,826	360,085	408,265
- Other Earning Assets	51,301	50,856	50,241	0.9%	2.1%	49,255	47,936	46,051
Earning Asset Provision:	(73,503)	(72,696)	(72,613)	1.1%	1.2%	(79,660)	(86,447)	(82,868)
- Loans Provisions	(72,904)	(71,708)	(71,162)	1.7%	2.4%	(77,010)	(84,579)	(80,911)
- Other Provisions	(600)	(988)	(1,451)	-39.3%	-58.7%	(2,650)	(1,868)	(1,957)
Fixed & Non-Earning Assets	85,281	91,647	83,609	-6.9%	2.0%	97,267	86,550	68,773
Total Assets	1,931,536	1,941,311	1,840,395	-0.5%	5.0%	1,835,249	1,750,995	1,572,761
Third Party Funds :	1,460,089	1,467,985	1,360,134	-0.5%	7.3%	1,352,683	1,300,776	1,127,849
- CASA	1,035,022	996,756	918,573	3.8%	12.7%	873,169	870,532	713,973
Current Account	450,129	436,286	375,906	3.2%	19.7%	346,655	349,492	219,397
Savings Account	584,893	560,470	542,667	4.4%	7.8%	526,515	521,040	494,576
- Time Deposits	425,066	471,229	441,561	-9.8%	-3.7%	479,514	430,244	413,876
Other Interest-Bearing Liabilities	90,052	101,497	106,289	-11.3%	-15.3%	103,533	95,353	103,204
Non-Interest-Bearing Liabilities	81,899	63,433	74,559	29.1%	9.8%	80,296	61,244	55,291
Total Liabilities	1,632,040	1,632,914	1,541,022	-0.1%	5.9%	1,536,512	1,457,373	1,286,343
Tier 1 Capital	244,158	247,049	241,043	-1.2%	1.3%	238,957	234,728	231,397
Total Equity	299,496	308,396	299,373	-2.9%	0.0%	298,737	293,622	286,418
Total Liabilities & Equity	1,931,536	1,941,311	1,840,395	-0.5%	5.0%	1,835,249	1,750,995	1,572,761

Loan Outstanding – by business segment

(Rp Tn)



Composition – by business segment (%)

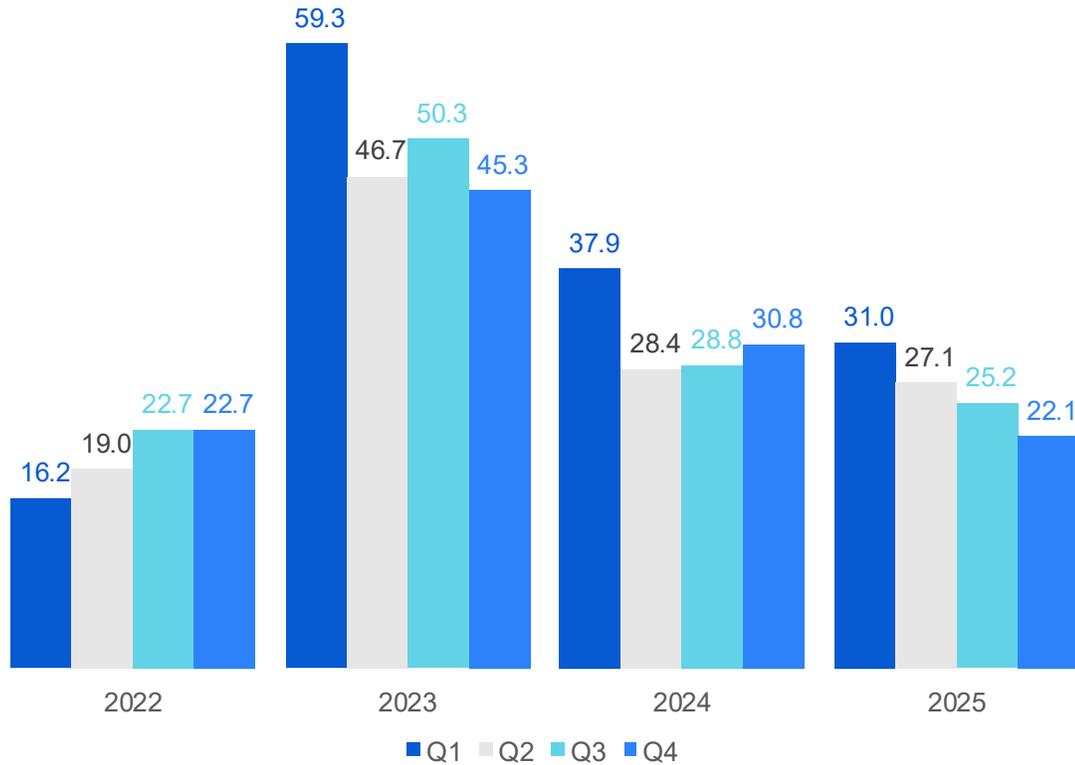


	Micro	Consumer	SME	Commercial	Corporate	Total
YoY Growth (%)	-4.2	10.6	2.6	56.5	38.5	10.4
(Rp Tn)	-20.4	21.5	5.9	22.1	97.8	126.8

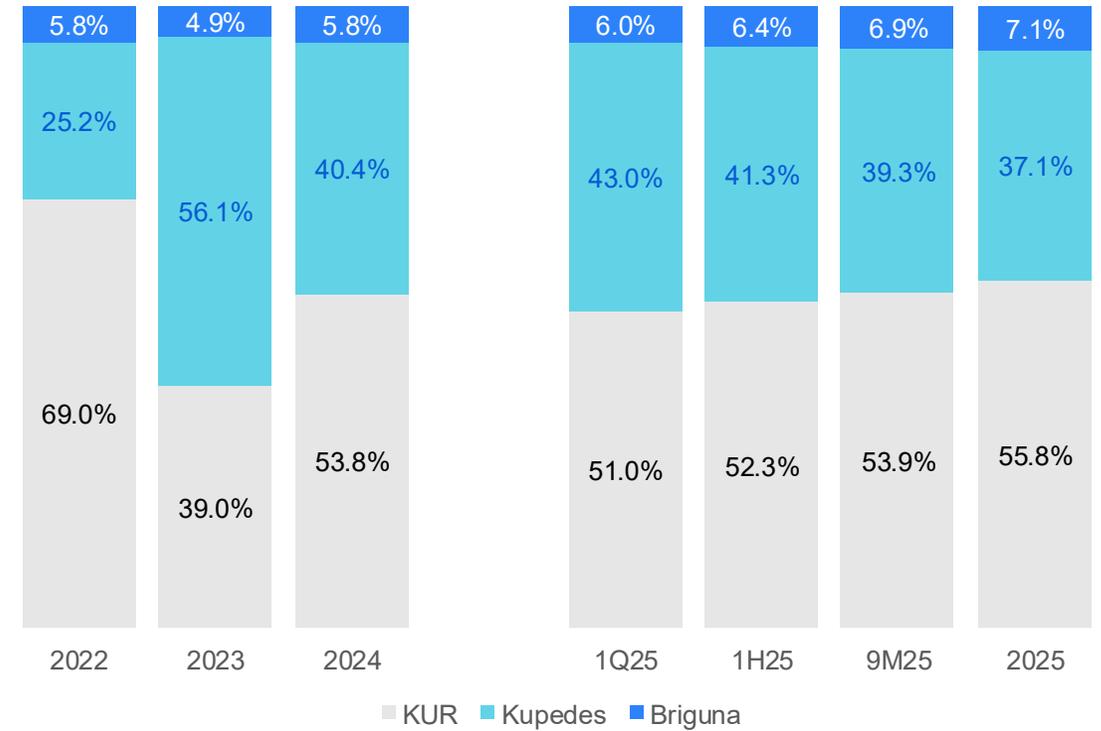
*) Since 2022, BRI has classified SOE and Corporate non-SOE into Corporate Segment

Kupedes Quarterly Disbursement

(Rp Tn)

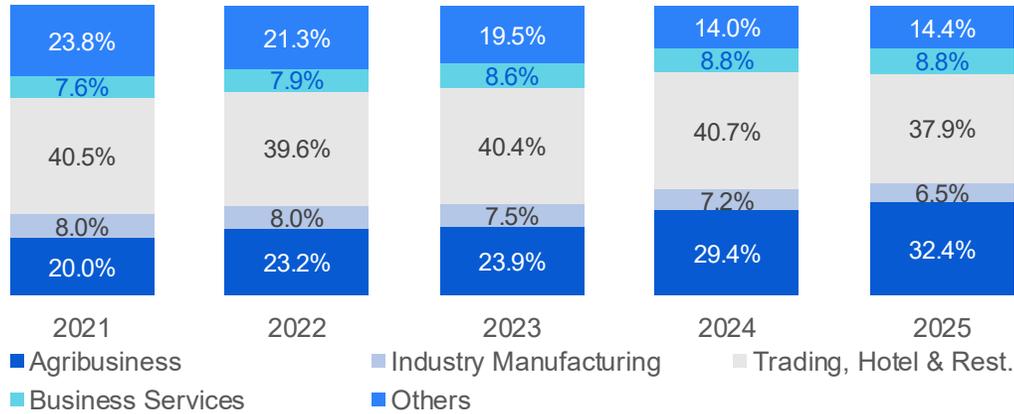


Disbursement Composition by Product

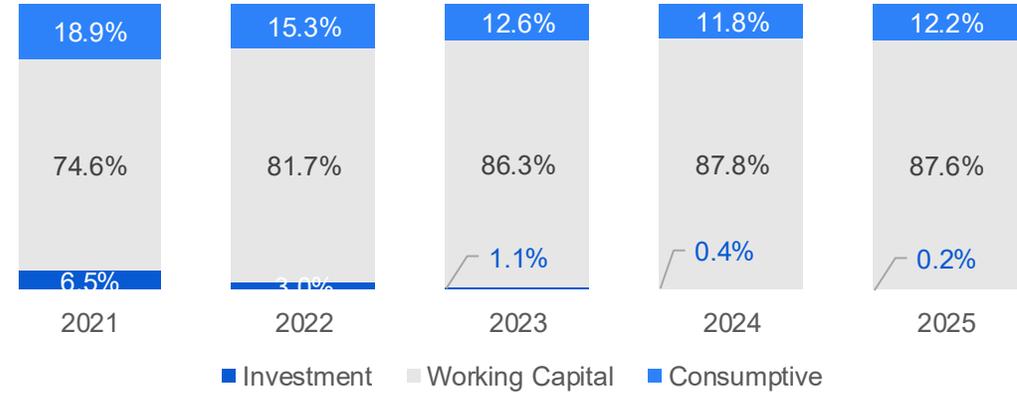


Business Sector

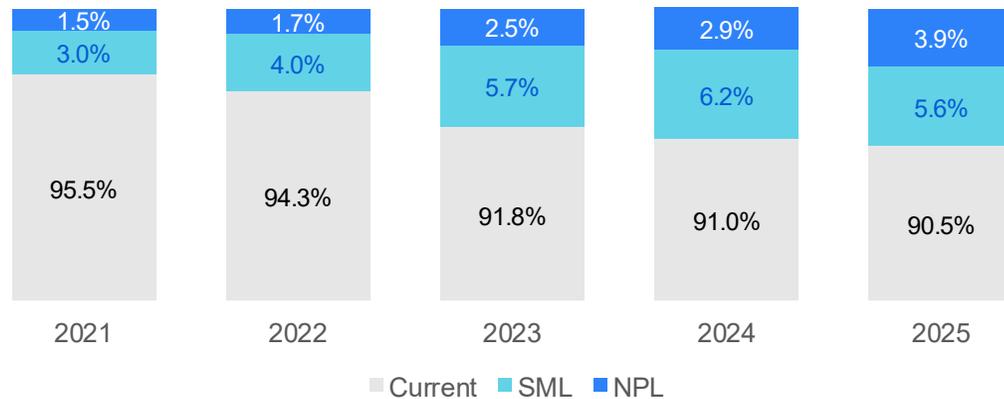
(Rp Tn)



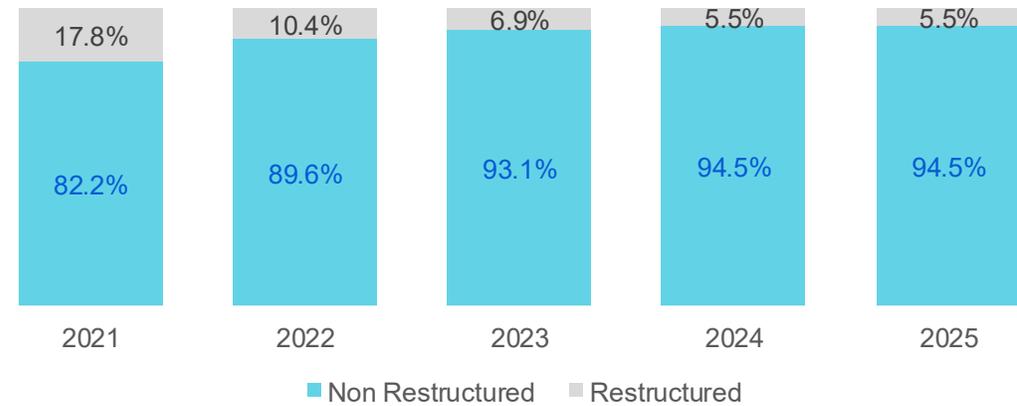
Use of Loan



Collectability



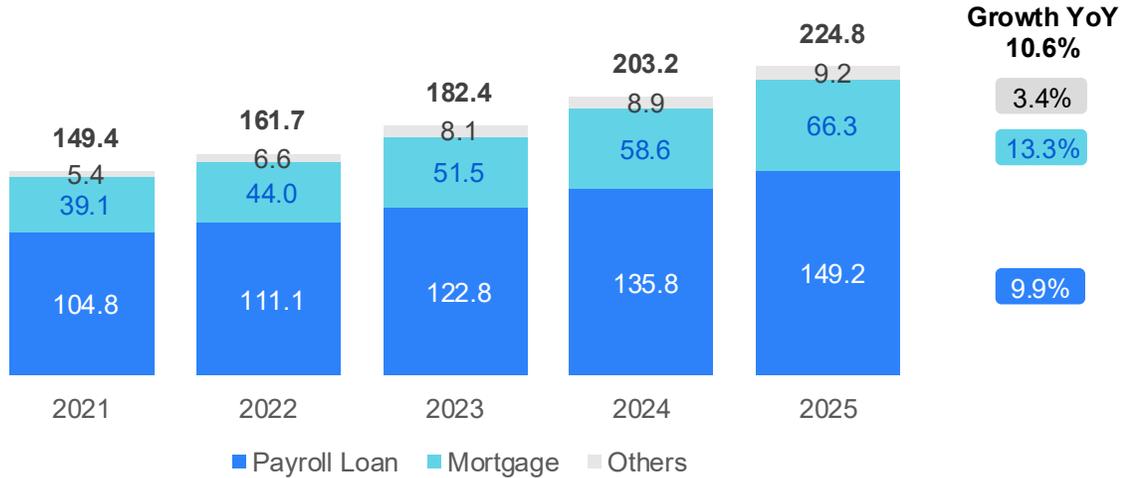
Restructuring Status



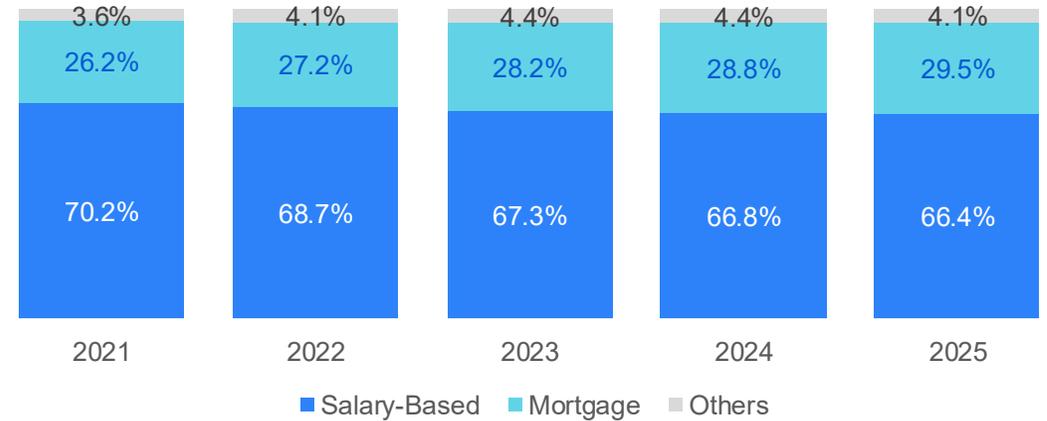
Note: All numbers are bank only, unless stated as consolidated

Product Breakdown

(Rp Tn)



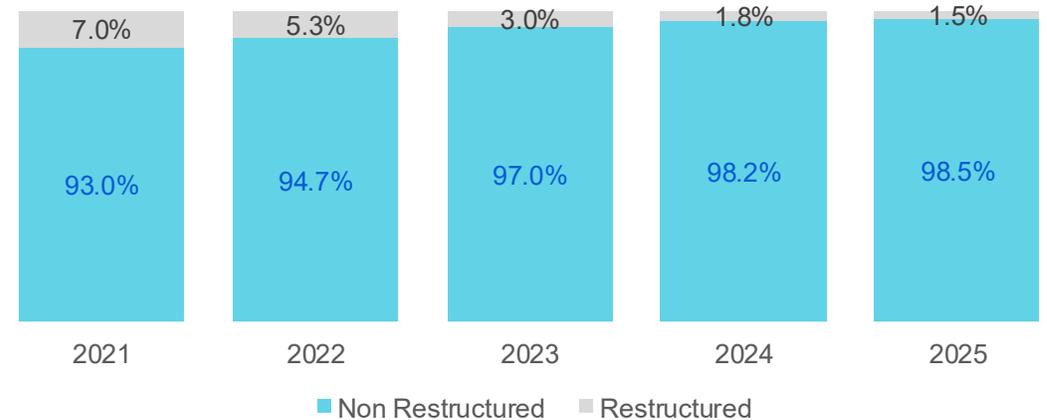
% Product Composition



Collectability

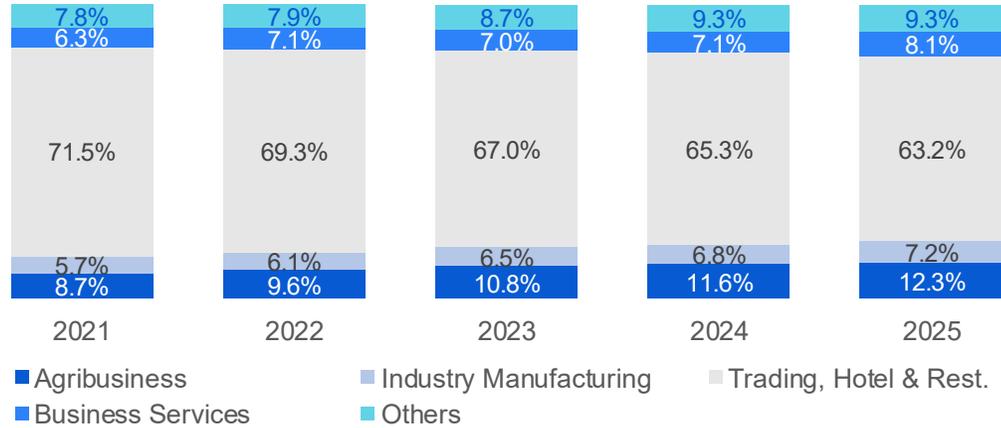


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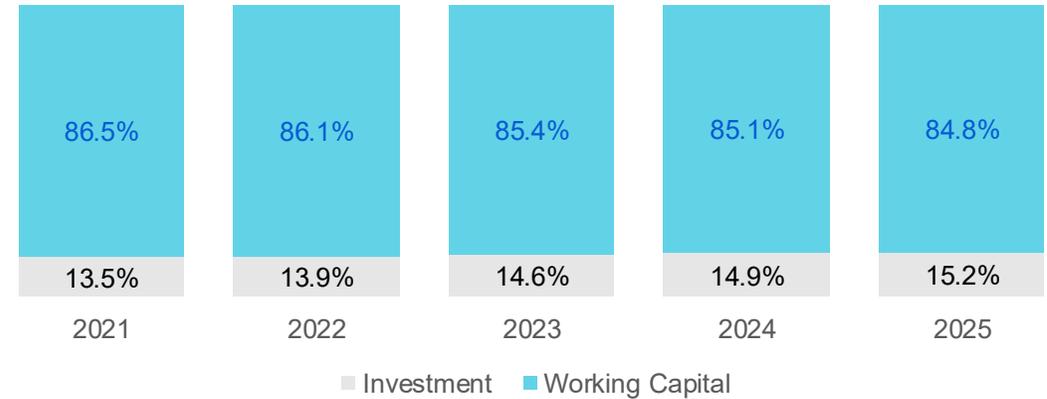


Business Sector

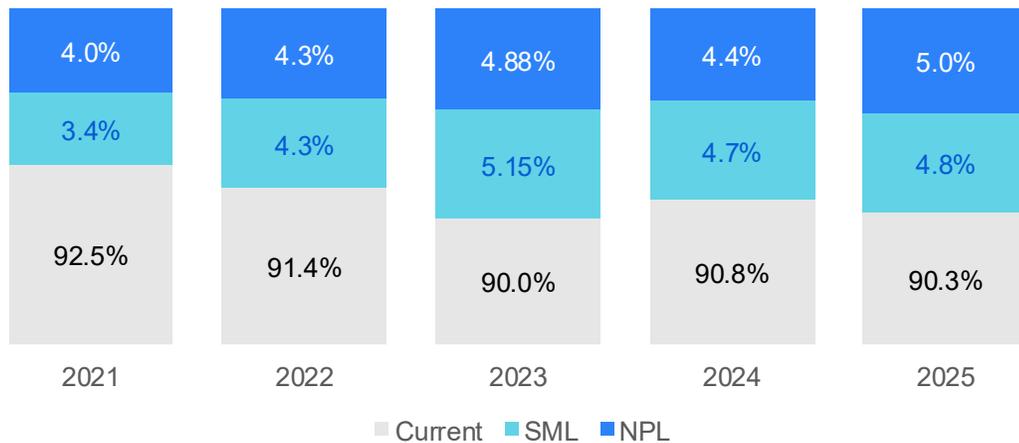
(Rp Tn)



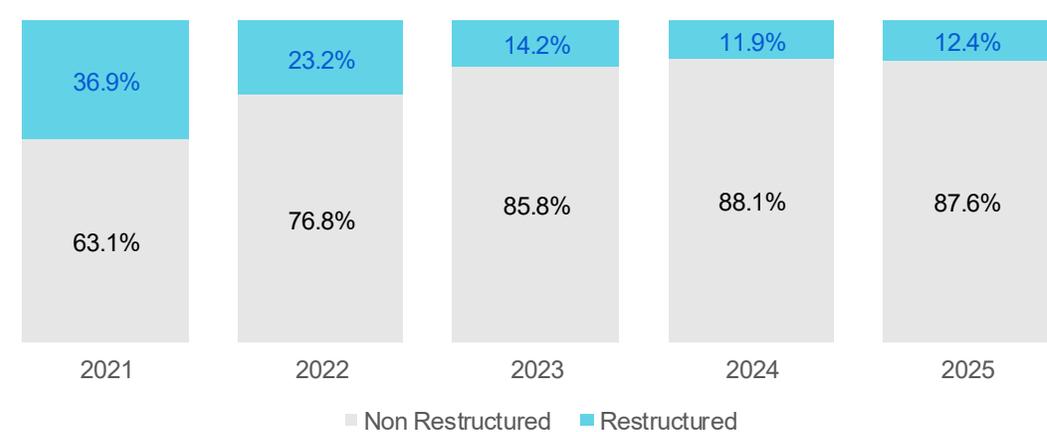
Use of Loan



Collectability



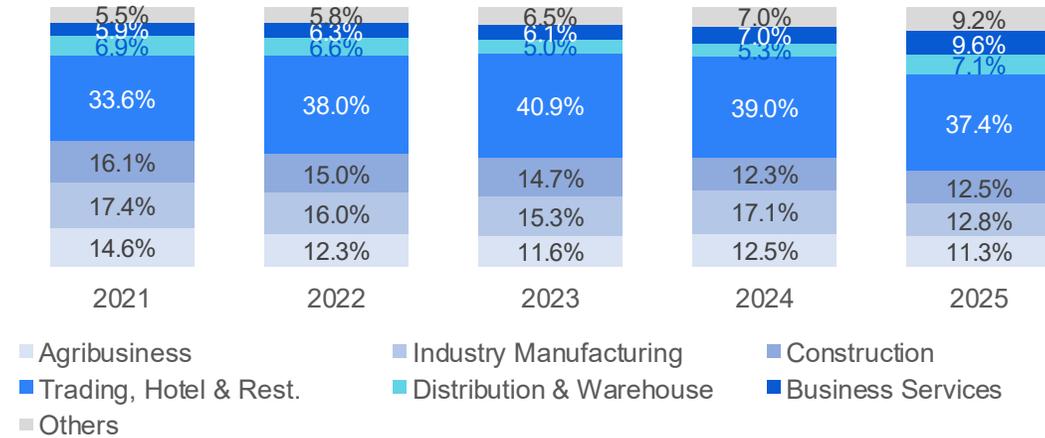
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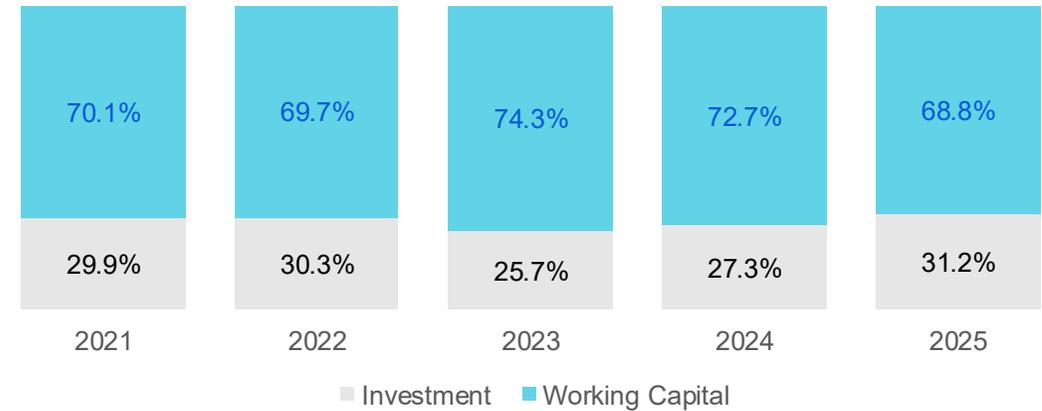
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Business Sector

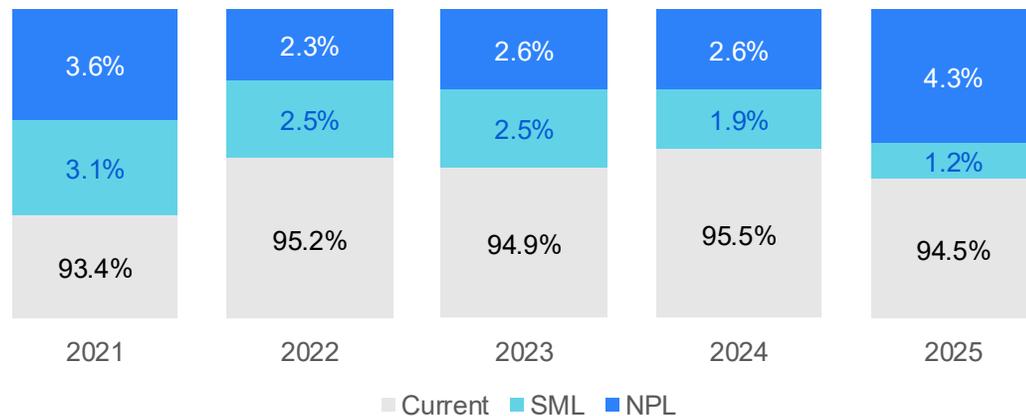
(Rp Tn)



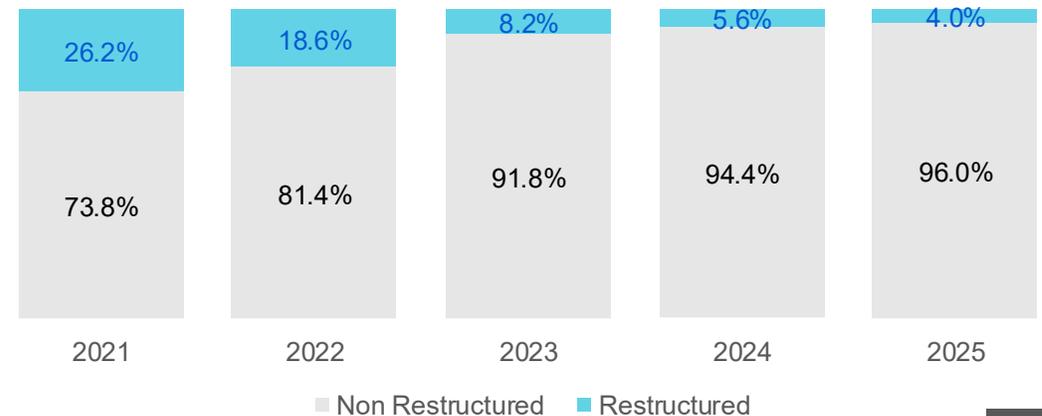
Use of Loan



Collectability



Restructuring Status



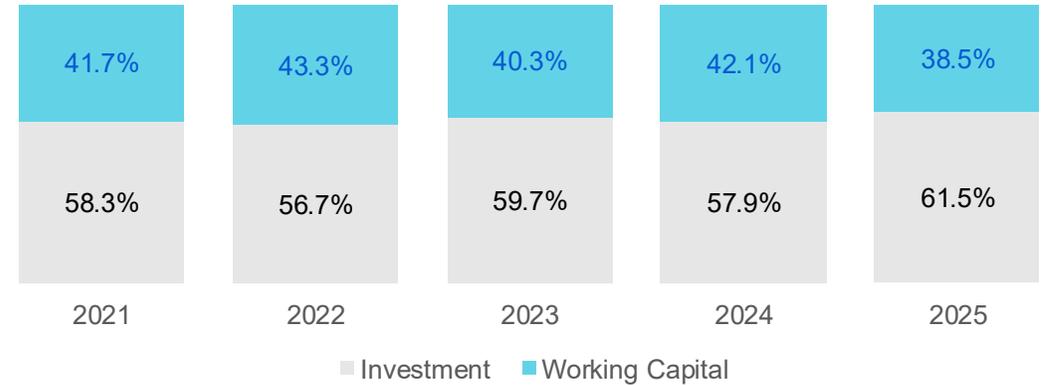
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Business Sector

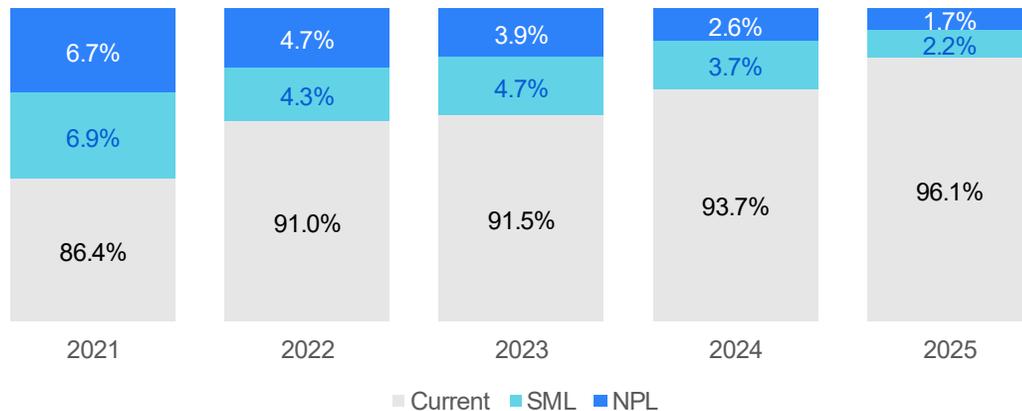
(Rp Tn)



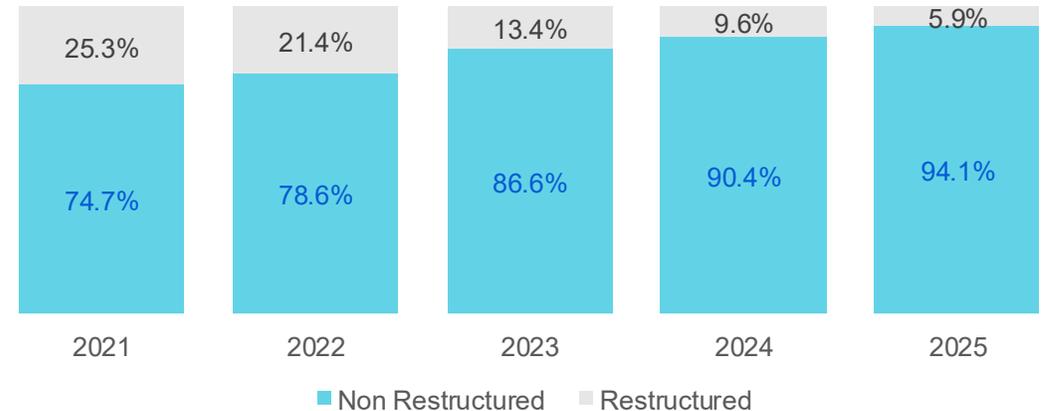
Use of Loan



Collectability



Restructuring Status



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

INCOME STATEMENT – BANK ONLY

(Rp Bn)

Items							
	4Q25	3Q25	g QoQ	g YoY	2025	2024	g YoY
Interest Income	40,231	41,526	-3.1%	3.7%	163,606	162,229	0.8%
Interest from Loans	34,934	35,707	-2.2%	5.3%	141,405	138,907	1.8%
Int. from Other Earning Assets	5,297	5,819	-9.0%	-6.1%	22,201	23,323	-4.8%
Interest Expense	(11,148)	(13,187)	-15.5%	-11.1%	(50,025)	(50,579)	-1.1%
Net Interest Income	29,083	28,339	2.6%	10.7%	113,581	111,650	1.7%
Fee & Other Opr. Income	15,195	11,488	32.3%	7.2%	53,773	53,508	0.5%
Gross Operating Income	44,277	39,827	11.2%	9.5%	167,355	165,159	1.3%
Operating Expenses	(16,801)	(15,931)	5.5%	8.8%	(63,646)	(61,856)	2.9%
Pre-Provision Operating Profit	27,477	23,896	15.0%	10.0%	103,709	103,303	0.4%
Provision Expenses	(10,721)	(9,277)	15.6%	38.6%	(41,079)	(33,140)	24.0%
Loan - Provision Exp	(11,506)	(9,557)	20.4%	35.8%	(42,555)	(38,000)	12.0%
Non-Loan - Provision Exp	786	280	180.5%	6.2%	1,476	4,860	-69.6%
Non-Operating Income (Net)	(110)	(40)	175.8%	-88.7%	(428)	(1,053)	-59.3%
Profit Before Tax n Minor. Int.	16,645	14,579	14.2%	0.2%	62,201	69,110	-10.0%
Tax Expense	(2,885)	(2,731)	5.6%	-16.3%	(11,797)	(14,269)	-17.3%
Net Profit	13,761	11,848	16.1%	4.5%	50,404	54,841	-8.1%

OTHER OPERATING INCOME & OPERATING EXPENSES – BANK ONLY

Other Operating Income

Items					(Rp Bn)		
	4Q25	3Q25	g QoQ	g YoY	2025	2024	g YoY
Fees and Commissions	5,518	5,154	7.1%	-0.1%	20,663	20,408	1.2%
Recovery of Written-Off Assets	6,248	4,798	30.2%	-13.2%	20,779	24,173	-14.0%
Gain on Sale of Securities - Net	1,539	690	122.9%	211.9%	3,424	2,001	71.2%
Gain on Foreign Exchange - Net	501	226	121.6%	59.3%	2,041	1,115	83.1%
Unrealized Gain on Changes in Fair Value of Securities	(73)	73	-200.0%	87.0%	0	154	-100.0%
Others	1,461	546	167.5%	114.9%	6,866	5,658	21.4%
Total Other Operating Income	15,195	11,488	32.3%	7.2%	53,773	53,508	0.5%

Operating Expenses

Items					(Rp Bn)		
	4Q25	3Q25	g QoQ	g YoY	2025	2024	g YoY
Personnel	5,141	7,471	-31.2%	11.7%	27,900	26,842	3.9%
General and Administration	8,918	4,933	80.8%	57.5%	24,099	21,629	11.4%
Promotion	960	525	82.8%	-25.5%	2,478	3,041	-18.5%
Others	1,782	3,002	-40.6%	-54.2%	9,169	10,343	-11.4%
Total Operating Expenses	16,801	15,931	5.5%	8.8%	63,646	61,856	2.9%



- | **FY25**
- | **BANK ONLY LOAN QUALITY**

Non-Performing Loan – by Segment

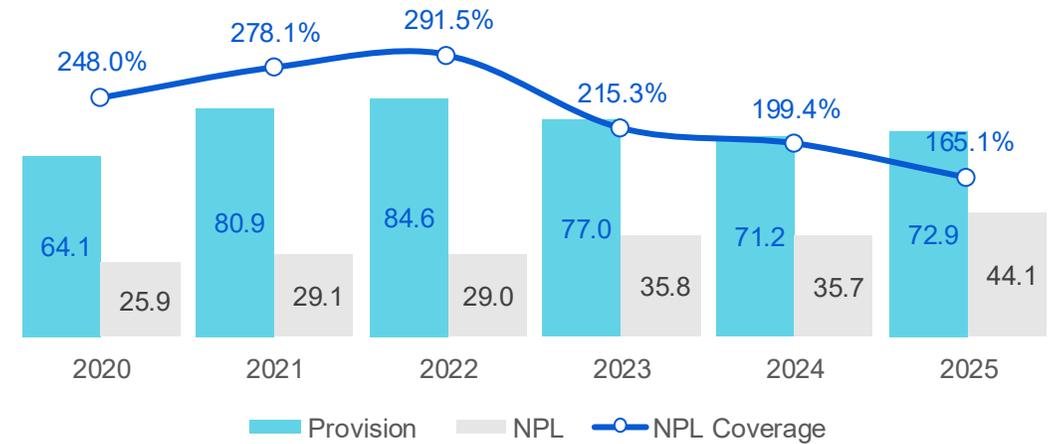
NPL	2025	2024	2023	2022	2021	2020
Micro	3.9%	2.9%	2.5%	1.7%	1.5%	0.8%
Consumer	2.4%	2.0%	2.0%	1.8%	1.8%	1.5%
SME	5.0%	4.4%	4.9%	4.3%	4.0%	3.6%
Commercial	4.3%	2.5%	2.6%	2.3%	3.6%	4.6%
Corporate	1.7%	2.6%	3.9%	4.7%	6.7%	7.6%
Total NPL	3.3%	2.9%	3.1%	2.8%	3.1%	2.9%

Special Mention – by Segment

SML	2025	2024	2023	2022	2021	2020
Micro	5.6%	6.2%	5.7%	4.0%	3.0%	2.5%
Consumer	2.7%	2.4%	2.8%	2.8%	2.2%	2.7%
SME	4.7%	4.7%	5.2%	4.3%	3.4%	3.2%
Commercial	1.2%	1.9%	2.5%	2.5%	3.1%	3.1%
Corporate	2.2%	3.7%	4.7%	4.3%	6.9%	2.9%
Total SML	3.9%	4.6%	4.9%	3.9%	3.7%	2.8%

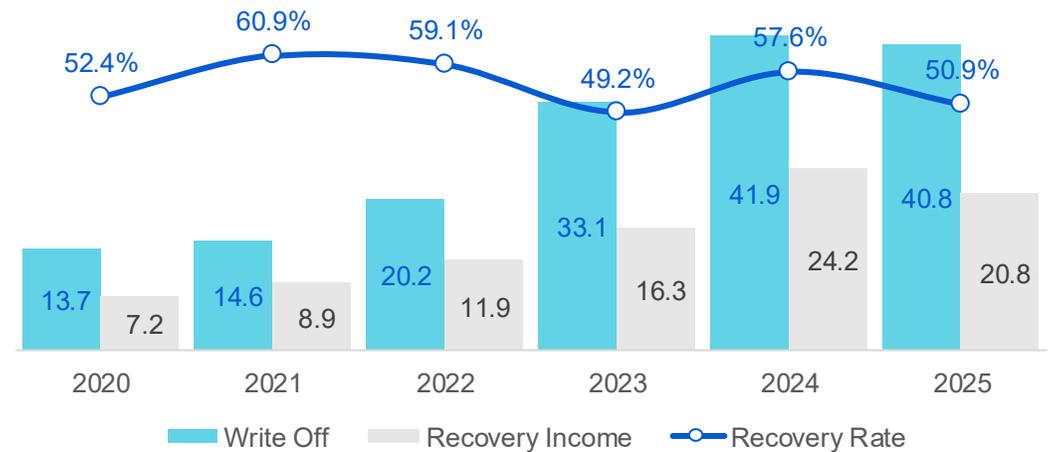
NPL Coverage

(Rp Tn)



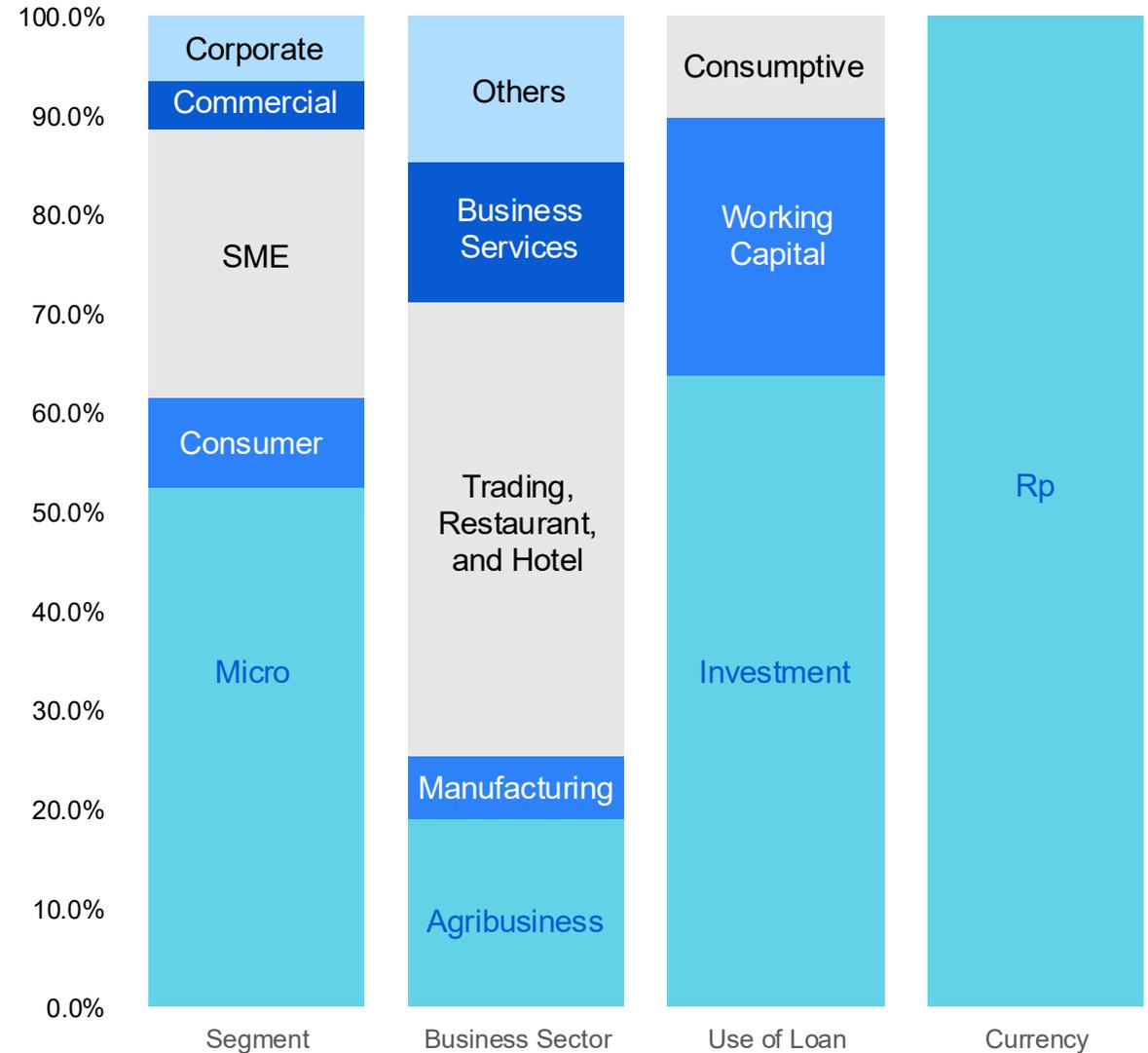
Write Off & Recovery

(Rp Tn)



Loan Highlights

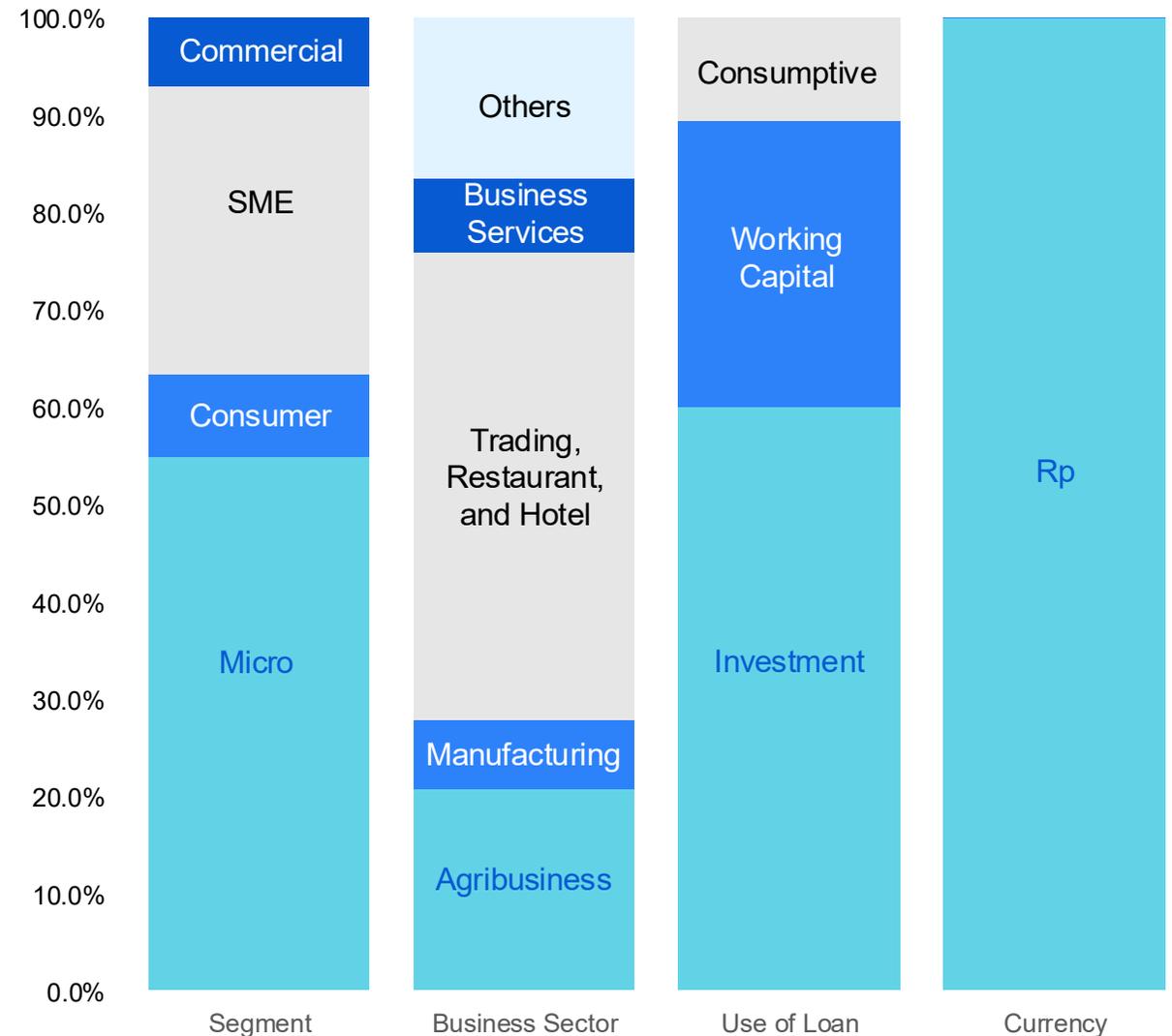
- Total downgrade from 9M25 to 12M25 was Rp14.7 Tn with details as follows:
 - The downgrade was from all segments, which was mostly driven by Micro of 47.2% and SME of 24.7%
 - The downgrade was primarily from Trading, Restaurant, and Hotel (45.0%) and Agribusiness (18.2%)
 - 60.4% was investment loans, while the rest were from working capital loans of 30.5% and consumptive loan of 9.0%
 - 100% was IDR loan



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

Loan Highlights

- Total downgrade from Stage 1 in 9M25 to Stage 2 in 12M25 was Rp16.5 Tn with details as follows:
 - The downgrade was from the Micro, SME, Commercial, and Consumer Segment, which was mostly driven by Micro of 58.7% and SME of 30.9%
 - The downgrade was primarily from the Trading, Restaurant, and Hotel (49.0%) and Agribusiness Sector (20.7%)
 - 63.4% was investment loans, while the rest were from working capital loans of 26.4% and consumptive loan of 10.1%
 - 100.0% was IDR loan



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

Micro (Rp Bn)

Micro	4Q24	1Q25	2Q25	3Q25	4Q25
NPL Begin	15,015	14,021	16,366	18,543	18,801
Net DG to NPL	5,166	8,054	6,597	6,186	5,606
Write Off	6,160	5,709	4,420	5,929	5,970
NPL ending	14,021	16,366	18,543	18,801	18,437
NPL formation %	7.19%	9.49%	8.82%	8.98%	8.60%
NPL %	2.85%	3.36%	3.86%	3.96%	3.92%

Consumer (Rp Bn)

Consumer	4Q24	1Q25	2Q25	3Q25	4Q25
NPL Begin	4,101	4,001	4,212	4,770	5,465
Net DG to NPL	920	940	1,196	1,448	985
Write Off	1,020	729	638	753	1,163
NPL ending	4,001	4,212	4,770	5,465	5,287
NPL formation %	4.03%	3.76%	4.31%	5.00%	4.40%
NPL %	1.97%	2.02%	2.25%	2.50%	2.35%

SME (Rp Bn)

SME	4Q24	1Q25	2Q25	3Q25	4Q25
NPL Begin	10,700	10,078	10,832	11,670	11,833
Net DG to NPL	3,017	3,586	3,691	3,235	2,796
Write Off	3,639	2,832	2,854	3,071	2,980
NPL ending	10,078	10,832	11,670	11,833	11,649
NPL formation %	9.89%	10.60%	11.03%	10.57%	9.87%
NPL %	4.42%	4.67%	4.96%	5.03%	4.98%

Commercial (Rp Bn)

Commercial	4Q24	1Q25	2Q25	3Q25	4Q25
NPL Begin	716	975	1,023	1,162	1,224
Net DG to NPL	620	236	496	445	577
Write Off	361	188	357	382	-
NPL ending	975	1,023	1,162	1,224	1,801
NPL formation %	8.95%	4.75%	7.17%	6.54%	7.28%
NPL %	2.50%	2.49%	2.54%	2.30%	2.95%

Corporate (Rp Bn)

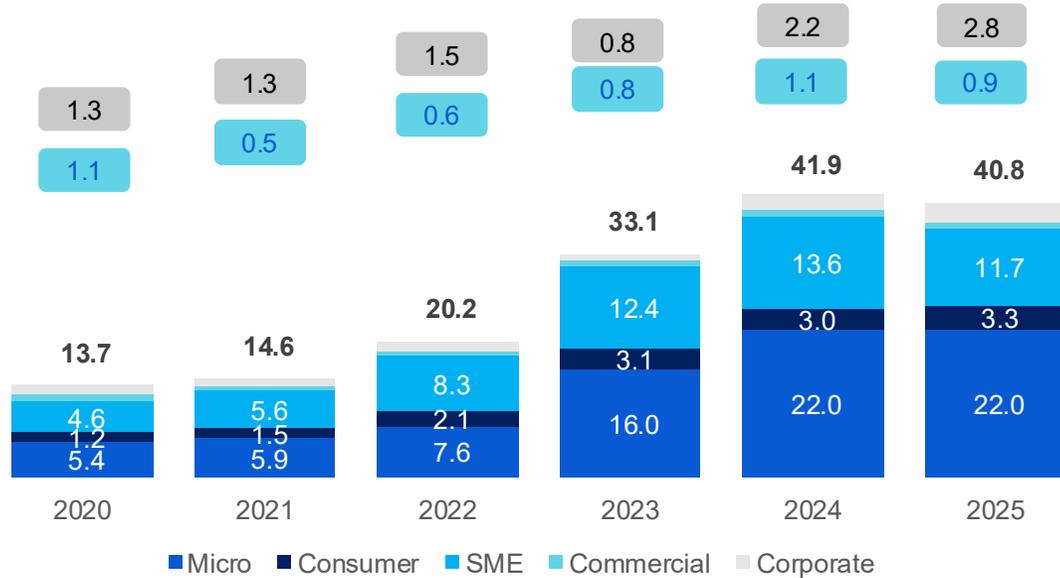
Corporate	4Q24	1Q25	2Q25	3Q25	4Q25
NPL Begin	6,452	6,607	6,087	4,646	4,712
Net DG to NPL	556	281	392	66	879
Write Off	402	801	1,832	-	186
NPL ending	6,607	6,087	4,646	4,712	5,404
NPL formation %	3.57%	4.30%	2.84%	1.77%	2.84%
NPL %	2.60%	2.36%	1.61%	1.59%	1.54%

All Segments (Rp Bn)

All Segments	4Q24	1Q25	2Q25	3Q25	4Q25
NPL Begin	36,984	35,682	38,520	40,790	42,035
Net DG to NPL	10,279	13,097	12,371	11,379	10,843
Write Off	11,582	10,259	10,101	10,135	10,300
NPL ending	35,682	38,520	40,790	42,035	42,578
NPL formation %	6.52%	7.69%	7.12%	6.91%	6.75%
NPL %	2.93%	3.14%	3.23%	3.29%	3.17%

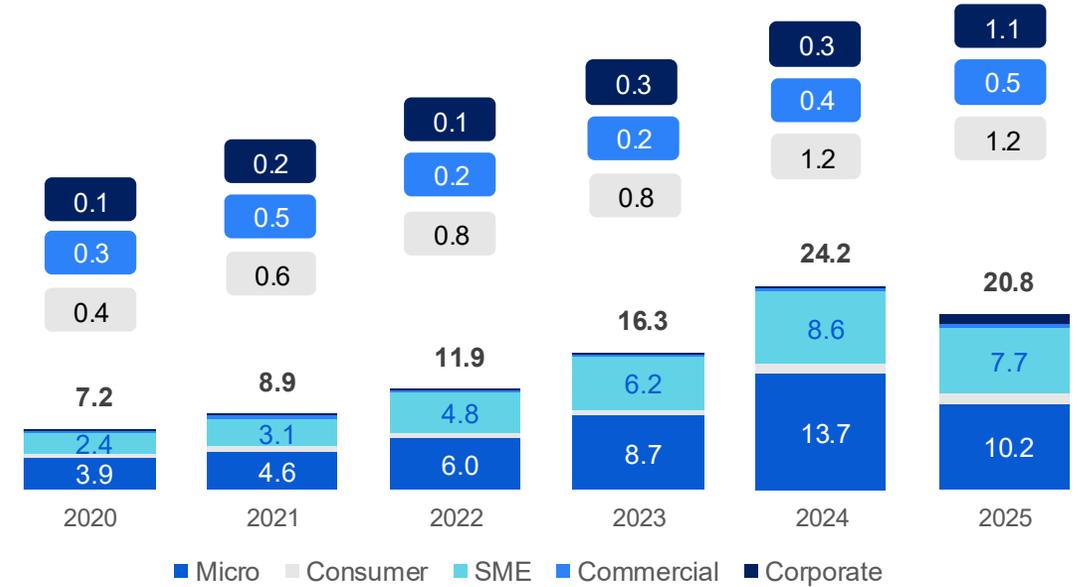
Write Off

(Rp Tn)

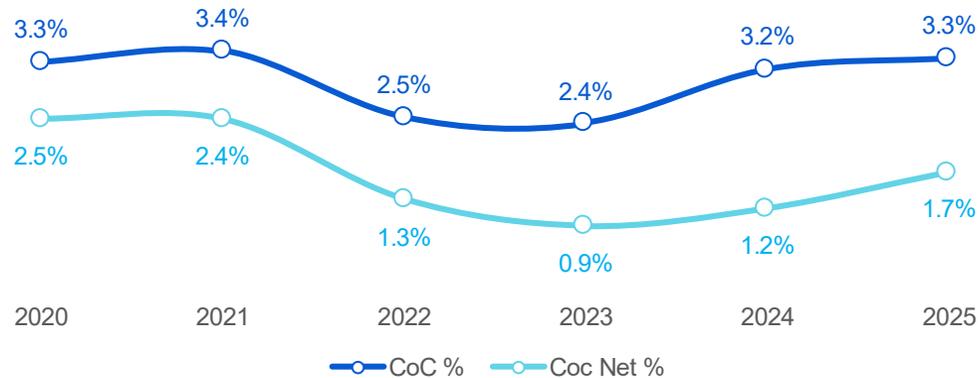


Recovery Income

(Rp Tn)



Credit Cost



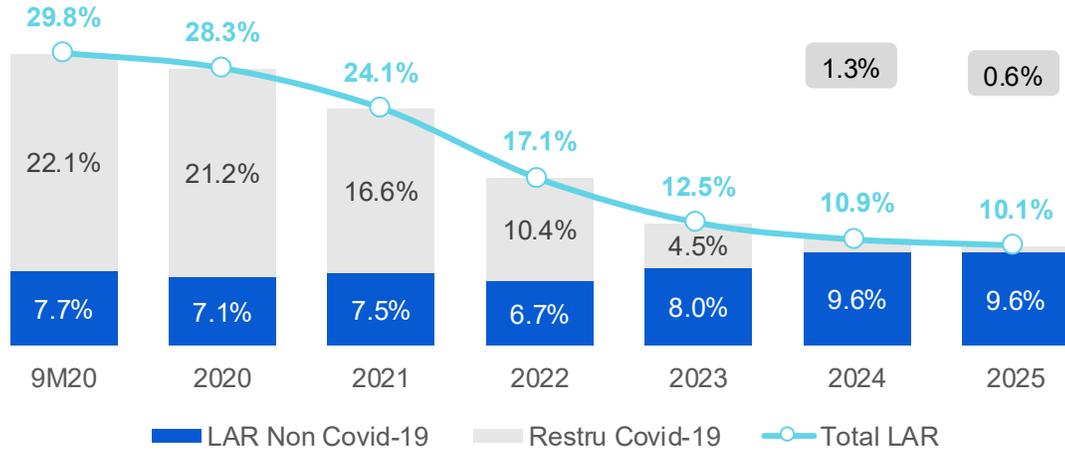
Recovery Rate

	2020	2021	2022	2023	2024	2025
Micro	72.8%	77.6%	78.6%	54.6%	62.3%	46.4%
Consumer	33.8%	39.7%	37.6%	27.3%	39.8%	37.1%
SME	52.6%	56.1%	57.9%	50.1%	62.7%	66.0%
Commercial	27.6%	107.6%	29.0%	28.4%	39.9%	52.6%
Corporate	6.2%	12.7%	9.5%	32.7%	11.9%	39.4%
Total	52.4%	60.9%	59.1%	49.2%	57.6%	50.9%

Loan at Risk Continues to Decline Coupled with Adequate Provisioning

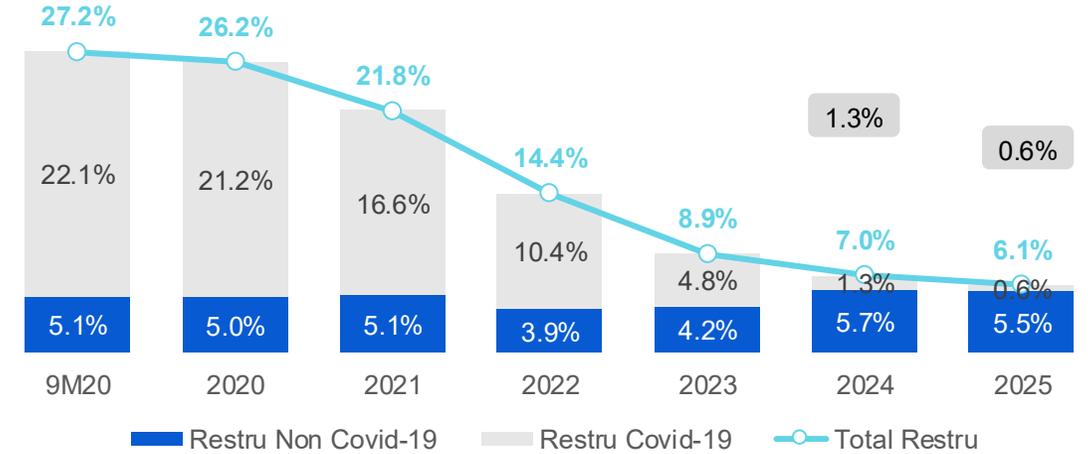
Loan at Risk

(% to Total Loan)

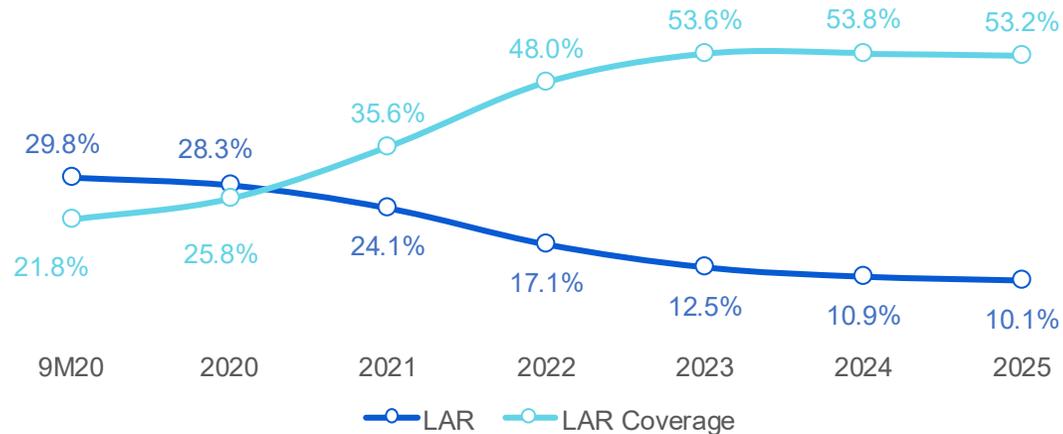


Total Restructured Loans

(% to Total Loan)



LAR & LAR Coverage (Inc. Covid-19)



Total Restructured Loans by Collectability





OTHERS

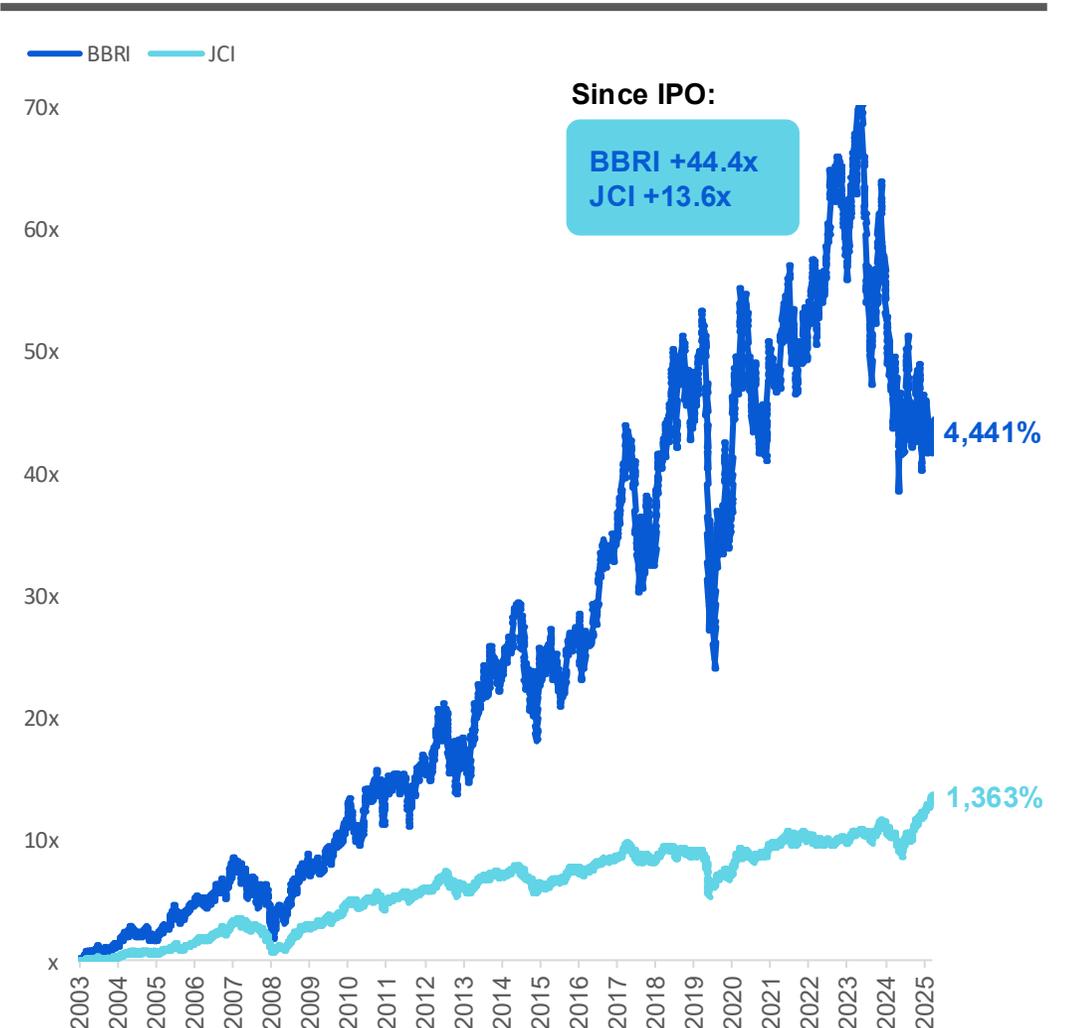
Ownership Composition as of December 2025

No.	Description	No. of Investor	%	No. of Shares	%
I Domestic					
1.	Government of RI	1	0.00%	1	0.00%
2.	Retail	646,180	98.92%	9,612,406,830	6.34%
3.	Employees	2,834	0.43%	8,639,856	0.01%
4.	Local Government	1	0.00%	1,590,000	0.00%
5.	Bank	12	0.00%	977,781,285	0.65%
6.	Cooperatives	28	0.00%	5,503,770,523	3.63%
7.	Foundation	54	0.01%	323,016,446	0.21%
8.	Pension Funds	168	0.03%	2,750,978,898	1.82%
9.	Insurance	204	0.03%	2,112,117,756	1.39%
10.	Corporations	769	0.12%	81,145,830,735	53.54%
11.	Mutual Funds	324	0.05%	2,085,239,440	1.38%
Total Domestic		650,575	99.59%	104,521,371,770	68.96%
II Foreign					
1.	Retail	527	0.08%	45,762,800	0.03%
2.	Institutional	2,149	0.33%	46,991,867,034	31.01%
Total Foreign		2,676	0.41%	47,037,629,834	31.04%
III Total		653,251	100.00%	151,559,001,604	100.00%

* Include BPI DANANTARA share ownership with composition around 53.19%

Source : Datindo

BBRI Share Performance vs JCI since IPO



BRI's NEW INVESTMENT PROPOSITION: DIVERSIFYING EARNINGS WHILE PRESERVING MICRO BUSINESS LEADERSHIP



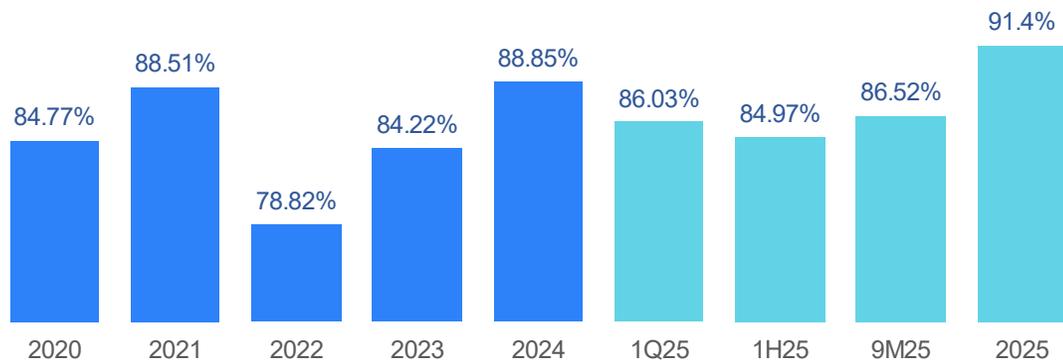
Key Strengths

- ❑ Management’s Funding Strategy Continues to Deliver Results, With Nominal CASA Growing 3.8% QoQ and 12.7% YoY**
 - Deposits declined 0.5% QoQ, primarily reflecting a 9.7% QoQ decline in time deposits as management continued to optimize funding costs. This was largely offset by healthy core funding, with savings up 4.4% QoQ and current accounts rising 3.2% QoQ. Importantly, deposit momentum remained retail-led, reinforcing the bank’s strategic shift toward lower-cost, more granular funding
 - The improvement in savings was highlighted by stronger retail transaction activity, supported by business cluster ecosystems, better anchor merchants engagement leading to more optimized digital channels. BRImo sales volume increased 26.5% YoY, 19.8% YoY merchant growth, QRIS volumes doubling YoY, and Qlola sales volumes up 36.2% YoY
 - CASA ratio increased from 67.3% in 2024 to 70.6% in 2025, driven by good momentum of retail CASA growth of 12.7% YoY
- ❑ NIM Above Guidance, Supported by Resilient Yields and Improved Funding Costs**
 - Loan yields declined by 50bps QoQ, driven by a modification loss from a corporate restructuring scheme in 4Q25. Excluding this item, NIM would have expanded larger by approximately 29 bps QoQ vs. 12bps QoQ. On the other hand, continued improvement in funding costs, reflected in a lower exit Cost of IBL of 2.75% in Dec’25 (improved by 72bps YoY), helped cushion the impact of portfolio mix shifts on NIM
 - The higher share of PNM and Pegadaian within the Micro portfolio, rising from 21.6% to 27.2% YoY, contributed to the stabilization of Micro yields at 18.2%, mitigating pressure from portfolio mix shift
- ❑ Increased Subsidiary Contribution Reflects the Core Objective of the Ultra Micro Holding**
 - Subsidiaries continued to become a larger part of our loan book as Pegadaian and PNM contributed 11.6% of our total loan and 22.5% of our NII

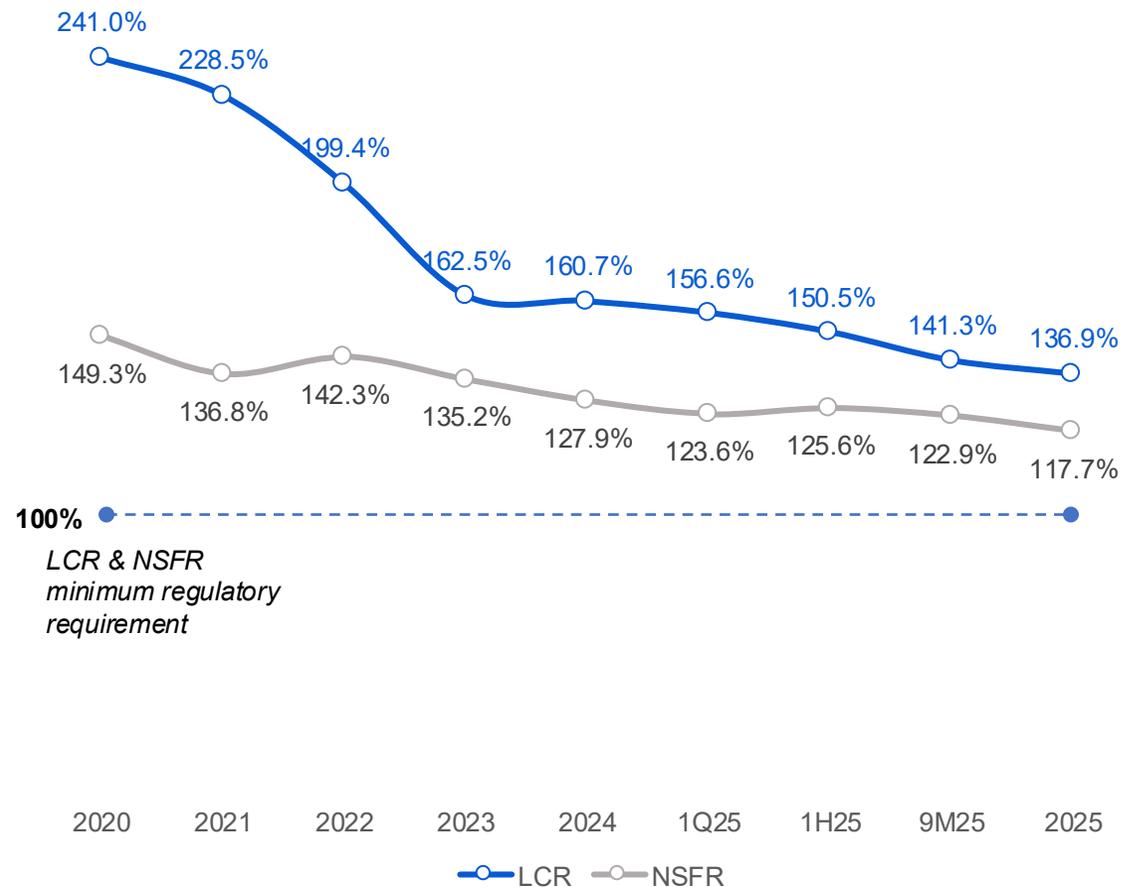
Key Challenges

- ❑ NPL Rose to 3.07%, Mainly Driven by Micro. However, Net NPL Downgrade Momentum Has Moderated and Stabilized**
 - NPL increased by 29bps YoY but declined by 1bp QoQ, mainly driven by a 0.05% improvement in Micro NPL, a 0.15% reduction in Consumer NPL and 23.6% decline in PNM and Pegadaian NPL
 - Moreover, we are seeing improving credit quality in newer Micro vintages, as reflected by a 9.4% QoQ decline in Micro net NPL downgrades. Additionally, SML fell by 116bps to 3.84% QoQ, as shown by decline in SML changes that improved 4 times QoQ
- ❑ Cost of Credit Remained Elevated As We Work Through Bad-Debt Resolution**
 - Gross Cost of credit at FY25 was 3.35%, above Guidance, reflecting an accelerated clean-up of bad debts, particularly in Micro. In 2025, we front-loaded Rp2tn of write-offs originally budgeted for 2026, while maintaining overlay provisions to support a declining Cost of Credit trajectory in the coming years
 - BRI maintains ample NPL Coverage at 178.1% and our Loan Loss Reserve is 5.46%, well above the 2010 – 2019 level of below 4.1%.
- ❑ Economic Growth Remained Skewed Toward Higher Income segments, However We Are Selectively Capturing Opportunities In Savings and Lending Within This Segment**
 - We continue to optimize opportunities despite the cycle, driven by stronger upper-income CASA growth. CASA balances above Rp5bn increased 28.1% YoY, while CASA in the Rp500mn–Rp5bn segment grew 10.3% YoY. In contrast, CASA balances below Rp500mn declined 1.6% YoY, highlighting the increasing contribution from higher income customers.
 - Loan growth has been strategically skewed toward Consumer, Commercial, and Corporate segments to offset micro-cycle pressure, stabilize asset quality, and support earnings, while micro remains the core business and is grown selectively

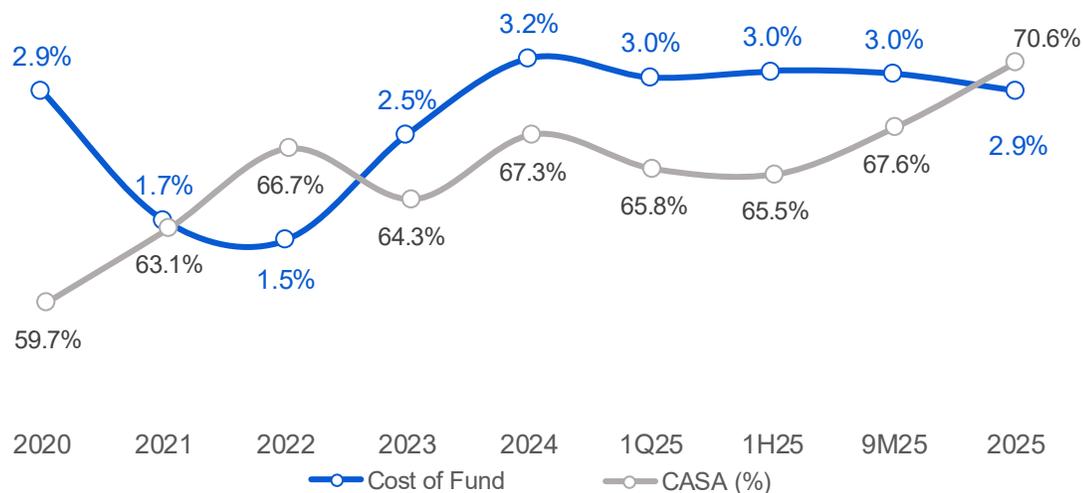
LDR (Consolidated – Bank Entity)



LCR & NSFR (Bank Only)

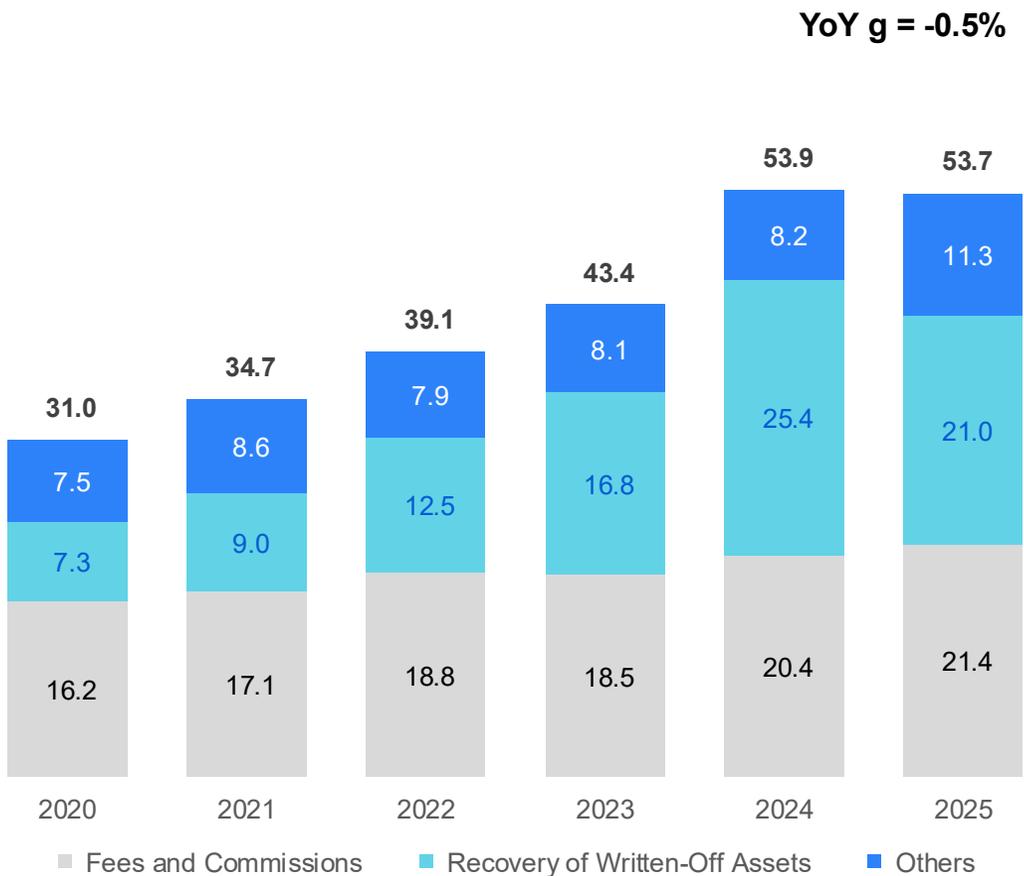


Cost of Third-Party Fund & CASA



Consolidated - Other Operating Income

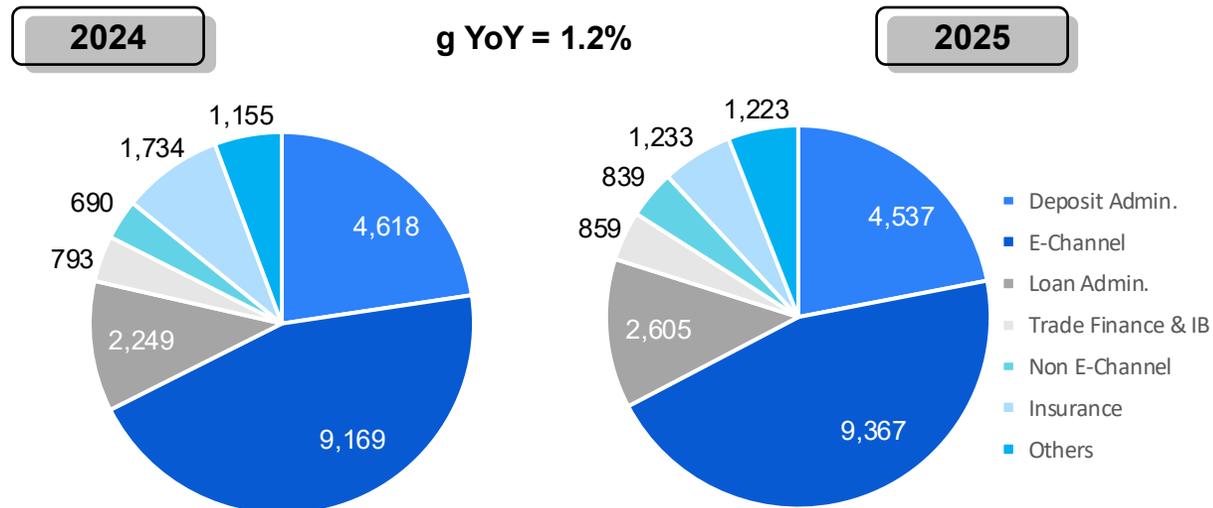
(Rp Tn)



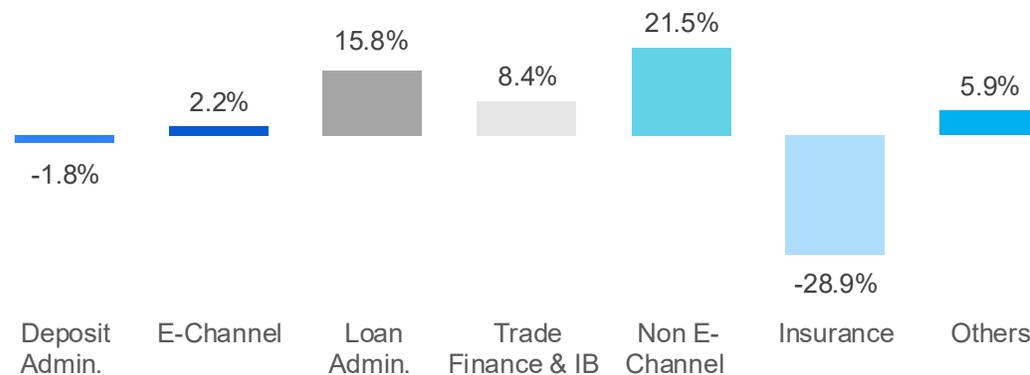
- Other Operating Income growth driven by Fee Based Income

Bank Only - Fee and Commission – Composition

(Rp Bn)



Bank Only - Fee and Commission YoY Growth*



**) We reclassified fee-based income from Supply Chain Financing into Net Interest Income (Non-Loan) of Rp 2.4 tn in FY24 and Rp 2.2 tn in FY23. All FY24 and FY23 is adjusted to reflect this change.*

SUBSIDIARIES CONTRIBUTION TO BRI GROUP

Subsidiaries Contribute 19.4% to Consolidated Net Profit

BRI Subsidiaries

■ BRI Ownership ■ Total Asset 2025

Pegadaian Market Leader in Pawn Industry

99.99% 151.6 Tn

BRIinsurance General Insurance Provider (property, vehicle, etc)

90.00% 8.1 Tn

PNM National Leader in Community Based Lending

99.99% 57.3 Tn

BRIventures

99.97% 2.2 Tn

BRIlife

51.00% 28.2 Tn

BRI danareksa sekuritas

67.00% 1.3 Tn

raya bank Leading Digital Bank Providing Digital Financial Solutions With The Widest Access For Indonesian People

86.85% 13.7 Tn

BRI manajemen investasi

65.00% 383 Bn

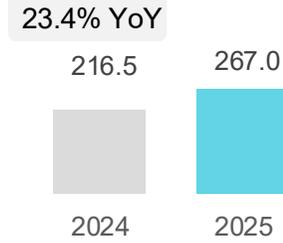
BRIfinance

99.88% 5.4 Tn

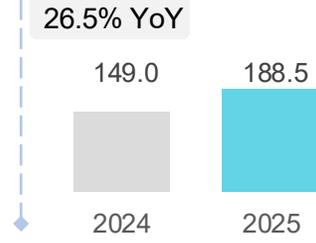
BRI global financial services

100% 63 Bn

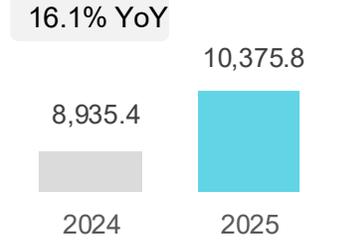
Assets (Rp Tn)



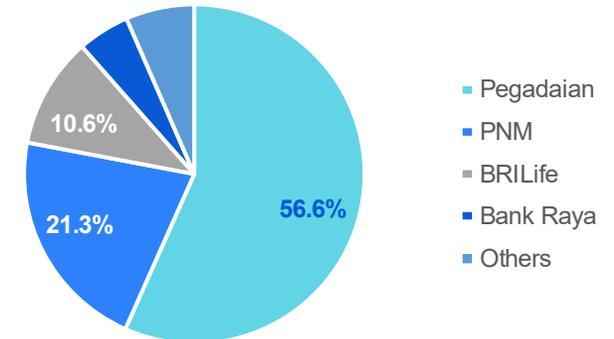
Loan & Financing (Rp Tn)



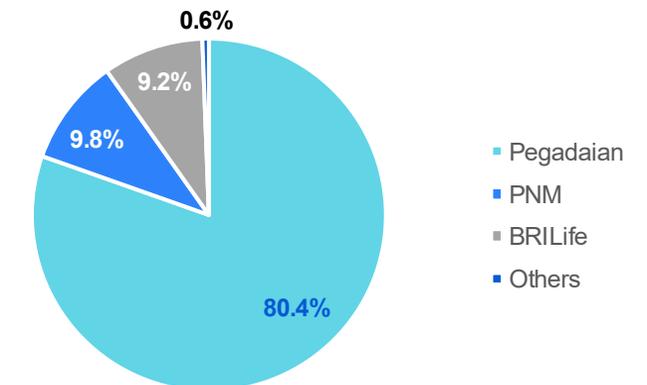
Net Profit (Rp Tn)



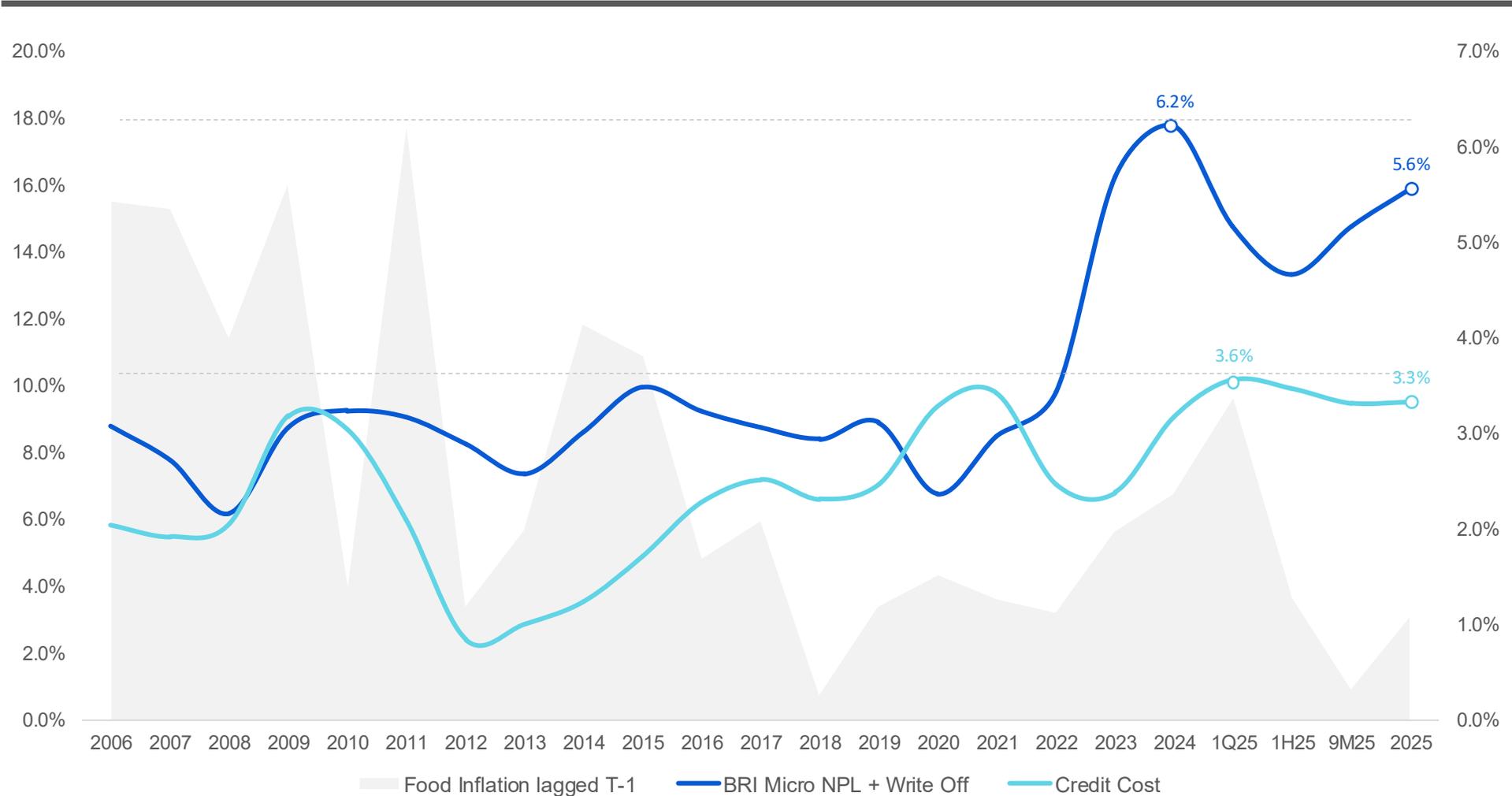
% to Total Subsidiaries Assets



% to Total Subsidiaries Net Profit



Food Inflation vs Asset Quality vs Credit Cost



Indonesia Investment Body

Ref. 2025 Indonesia's SOE Governance Reform (Law No. 1/2025)

- Indonesia restructured its SOE governance to enhance efficiency and investment flexibility. The SOE Ministry was replaced by BP BUMN, a presidential regulatory body overseeing policy and supervision. Danantara was established as a sovereign investment agency to manage state capital and optimize SOE performance, with PT Biro Klasifikasi Indonesia (BKI) designated as its operational holding (99% owned by Danantara; 1% Series A retained by BP BUMN with special rights).
- SOE profits and losses are no longer classified as state assets and are governed under private law, with the Business Judgment Rule protecting directors acting in good faith.
- Danantara now manages over IDR 9,000 trillion in assets, supported by IDR 162 trillion in new funding and a USD 5 billion investment focus on energy, infrastructure, and digital sectors, aligning Indonesia's model with global sovereign wealth fund standards.

Changes to RRR Incentives

Ref: BI Press Release No. 27/250/DKom and PADG No. 8/2025

- Bank Indonesia increased the Macroprudential Liquidity Incentive (KLM) from 400 bps to 500 bps (5% of third-party funds) effective April 2025 to support priority sector lending.
- Effective 1 December 2025, an additional 0.5% incentive is provided for banks that promptly reduce lending rates, raising the total KLM incentive to 5.5%.
- The policy aims to enhance liquidity, accelerate credit growth, and support sustainable economic expansion.

Housing Credit Program (KPP) – 2026 Update

- The 2026 KPP supports the 3 Million Houses initiative, targeting up to IDR 36 trillion in disbursement with interest subsidies to expand affordable housing.
- Subsidies cover both demand (IDR 10–500 million loans, up to 10% for smaller tickets) and supply sides (working capital and investment loans), with tenors up to 5 years. Eligible borrowers include individuals, MSMEs, and developers.
- BRI received an IDR 8.0 trillion allocation effective 2 January 2026 and plays a key role in distributing subsidized housing finance under regulated pricing and risk parameters.
- The program is operational under Ministry Regulation No. 13/2025, aligned with national housing policy and supported by the SIKP system for implementation.

2026 People's Business Credit (KUR)

Ref. Regulation of the Coordinating Ministry for Economic Affairs No. 1/2026 on Guidelines for the Implementation of KUR

- The 2026 KUR framework preserves loan plafonds and core interest rates to maintain stability, while sharpening its strategic focus on productive and export-oriented MSMEs. Pricing remains at 3% for Super Micro and 6% for productive/export Micro and Small segments, with 6–9% applied to non-export trading based on credit cycles. Collateral provisions are unchanged—no additional collateral for loans up to IDR 100 million—with Intellectual Property formally recognized as supplementary security.
- Policy refinements focus on greater cycle flexibility while maintaining prudent limits. Super Micro and productive/export Micro & Small segments are granted unlimited drawdowns. For non-export trading, Micro borrowers are capped at two cycles, while Small borrowers may access multiple cycles but are subject to a cumulative ceiling of IDR 500 million (inclusive of Micro exposure). These measures aim to expand access for priority sectors while safeguarding portfolio quality.
- The national KUR quota increases to IDR 295 trillion (+5.3% YoY), with BRI allocated IDR 180 trillion (flat YoY), comprising IDR 165 trillion for Micro (+1.9%) and IDR 15 trillion for Small (-16.7%). A minimum 65% allocation to productive sectors is maintained to enhance economic multiplier effects and credit quality. Implementation effective 2 January 2026 is supported by the SIKP system, ensuring real-time validation, automated compliance, and transparent fund flows.

Red and White Village Cooperative Program

Ref. Regulation of the Coordinating Ministry for Economic Affairs No. 1/2026 on Guidelines for the Implementation of KUR

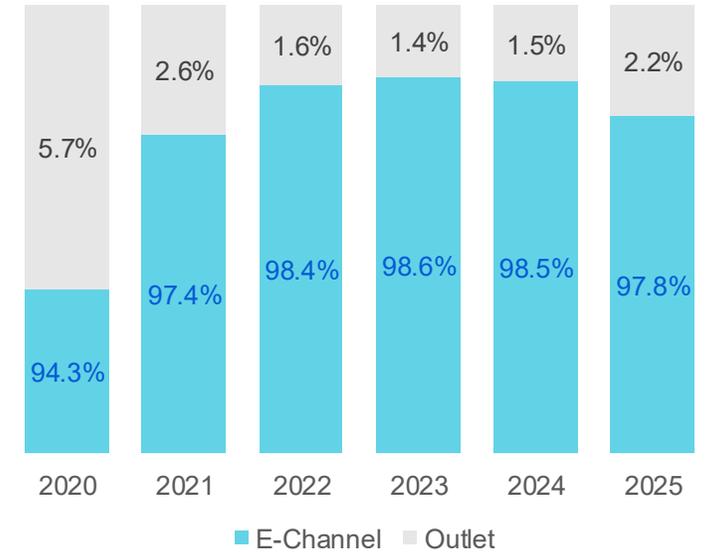
- Following Presidential Instruction No. 17/2025 and the Joint Decree of Four Ministers, the KDMP program has been restructured with all financing and execution centralized under PT Agrinas Pangan Nusantara (AGRINAS), eliminating direct bank exposure to villages and cooperatives. The government aims for approximately 80,000 KDMP units, with around 30,000 expected to be operational by May 2026.
- Under this new framework, Himbara—comprising BBRI, BBNI, BMRI (each with Rp66T), and BRIS (Rp11T)—has provided a Rp210T syndicated facility to AGRINAS. BRI's allocation totals Rp66T, of which Rp46.7T has been disbursed as of December 2025, approximately 71%.
- The facility has a 6-year term and a 6% lending rate, supported by an indicative ~2% cost of funds. Regulatory support includes OJK's LLL waiver and a 0% LGD assumption for this program. The revised structure's governing regulation from the Ministry of Finance (PMK) is currently being finalized.

Branchless Network	2020	2021	2022	2023	2024	2025
BRIlink Agents	504,233	503,151	627,012	740,818	1,064,219	1,193,835

Office Type	2020	2021	2022	2023	2024	2025
Head Office	1	1	1	1	1	1
Regional Office	19	18	18	18	18	18
Branch Office & Special Branch Office	462	451	449	453	453	454
Branch Overseas Office	5	6	6	6	6	6
Sub-Branch Office	608	588	579	556	555	555
Sub-Branch Overseas Office	3	3	3	3	3	3
BRI Units	5,382	5,222	5,156	5,117	5,086	5,082
Cash Office	547	525	506	505	500	490
BRI Terrace	1,867	1,697	1,370	977	873	758
Mobile BRI Terrace	132	132	117	115	69	6
Ship BRI Terrace	4	4	4	4	4	4
Total	9,030	8,647	8,209	7,755	7,568	7,377

E-Channel Type	2020	2021	2022	2023	2024	2025
ATM	16,880	14,463	13,863	12,263	10,663	10,650
Merchant**	203,027	265,255	477,301	573,165	725,853	607,968
CRM	5,809	7,407	8,007	9,007	9,007	9,007
e-Buzz	57	57	57	57	57	54
Total	225,773	287,182	499,228	594,492	745,580	627,679

Outlets vs E-Channel Trx Composition



E-channel transactions include ATM, CDM, BRIlinks, BRIMO, and Internet Banking.

*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 which are included in the category of Sub-Branch Offices. Here, the data is still separated.

** Since 2022, the number of merchants includes government programs, managed services, and partnership merchants

Fitch Rating 2025

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

S&P Global Rating 2025

Issuer Credit Rating	BBB/Stable/A-2
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Moody's 2025

Long-Term Counterparty Risk Rating (Foreign Currency)	Baa1/P-2
Long-Term Deposit (Foreign Currency)	Baa2/Stable
Short-Term Counterparty Risk Rating (Foreign Currency)	P-2
Short-Term Deposit (Foreign Currency)	P-2
Baseline Credit Assessment	baa2
Adj Baseline Credit Assessment	baa2

PEFINDO 2025

Final Rating (National Rating)	idAAA, Stable Outlook
Stand Alone Rating	idAA+ (sa)

76 International
274 Domestic



Forbes 2025 Global 2000 List

- Ranked 349th among the 2000 World's Largest Companies



FinanceAsia Awards 2025

- Best Bank (Highly Commended)
- Best Commercial Bank – SMEs (Winner)
- Best Bank for Financial Inclusion (Winner)
- Best Private Bank (Winner)
- Best Custodian Bank (Winner)



Euromoney Award for Excellence 2025

- Best Bank for Diversity and Inclusion
- Best Digital Bank 2025



The Asset 2025

- Best in Treasury and Working Capital for SMEs
- Best Service Provider for Transaction Bank
- Best Service Provider for Trade Finance



Fortune 500 Southeast Asia

- Ranked 15th among 500 Companies
- Ranked 1st in the Financial Category in Indonesia
- Ranked 4th in the Financial Category in ASEAN



Finance Award 2024

- Best Managed Company (Gold)
- Best Investor Relations (Gold)



The Asset 2024

- Best Private Bank for HNWI's in the Private Banking and Wealth Management Category



Global Retail Banking Innovation Awards 2024

- Best API Initiative

Thank You

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