Danantara Indonesia

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3Q25

FINANCIAL UPDATE PRESENTATION

PT Bank Rakyat Indonesia (PERSERO) Tbk.

SHARE PRICE PERFORMANCE & OWNERSHIP

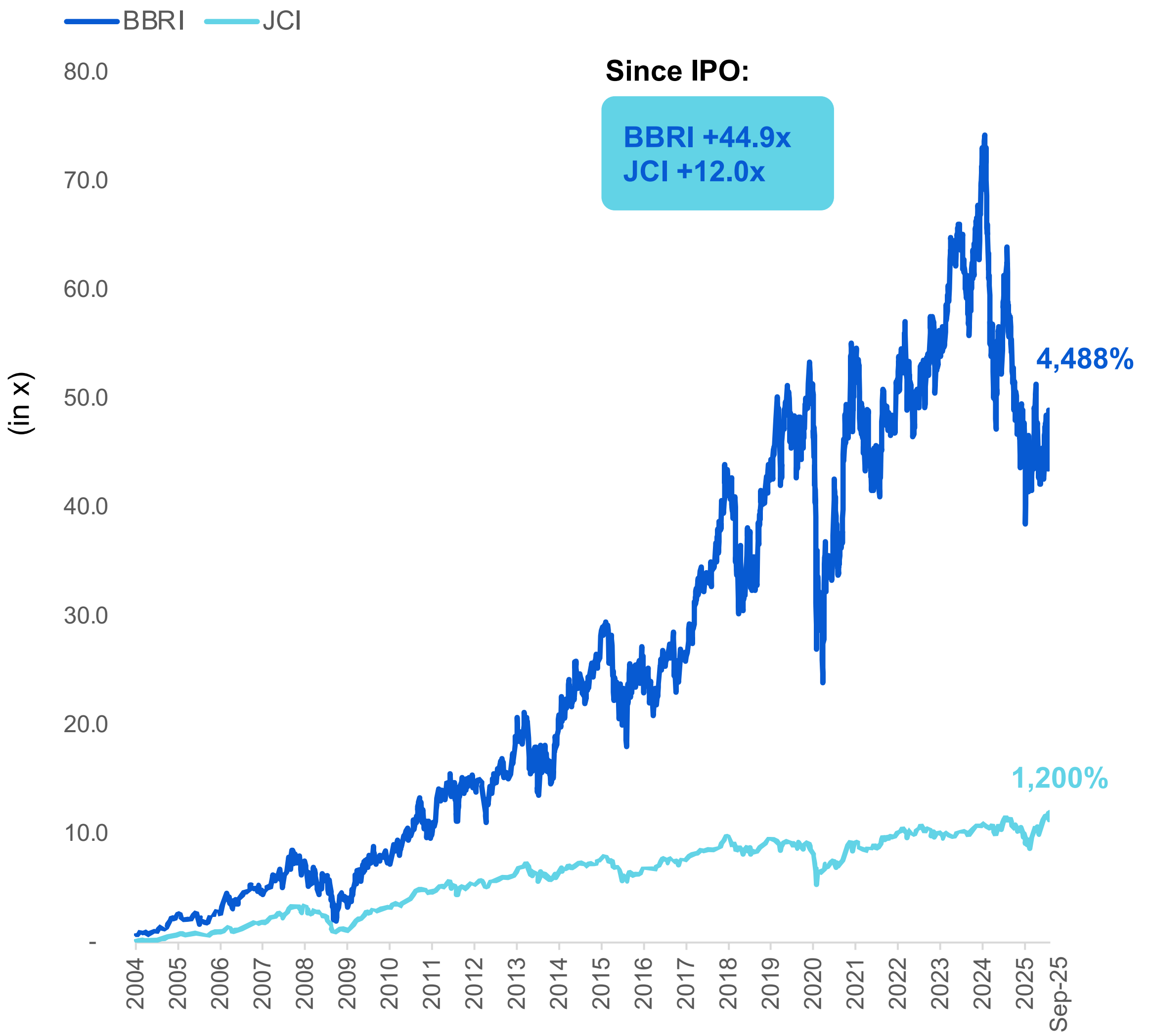
Ownership Composition as of September 2025

No.	Description	No. of Investor	%	No. of Shares	%
I	Domestic				
	1. Government of RI	1	0.00%	1	0.00%
	2. Retail	617,069	98.99%	9,643,259,232	6.36%
	3. Employees	2,442	0.39%	7,458,256	0.00%
	4. Local Government	1	0.00%	1,590,000	0.00%
	5. Bank	10	0.00%	1,033,912,525	0.68%
	6. Cooperatives	28	0.00%	5,503,831,023	3.63%
	7. Foundation	59	0.01%	315,746,550	0.21%
	8. Pension Funds	165	0.03%	3,285,770,109	2.17%
	9. Insurance	197	0.03%	1,831,276,046	1.21%
	10. Corporations*	756	0.12%	81,142,562,599	53.54%
	11. Mutual Funds	304	0.05%	1,939,910,542	1.28%
	Total Domestic	**621,032**	**99.62%**	**104,705,316,883**	**69.09%**
II	Foreign				
	1. Retail	539	0.09%	46,579,397	0.03%
	2. Institutional	1,802	0.29%	46,807,105,324	30.88%
	Total Foreign	**2,341**	**0.38%**	**46,853,684,721**	**30.91%**
III	**Total**	**623,373**	**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



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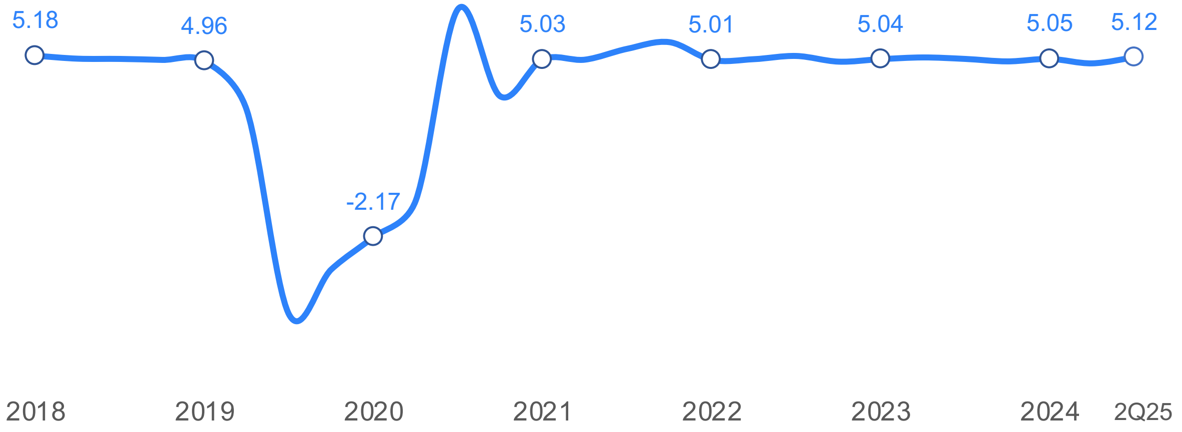
MACRO OUTLOOK & STRATEGY UPDATE

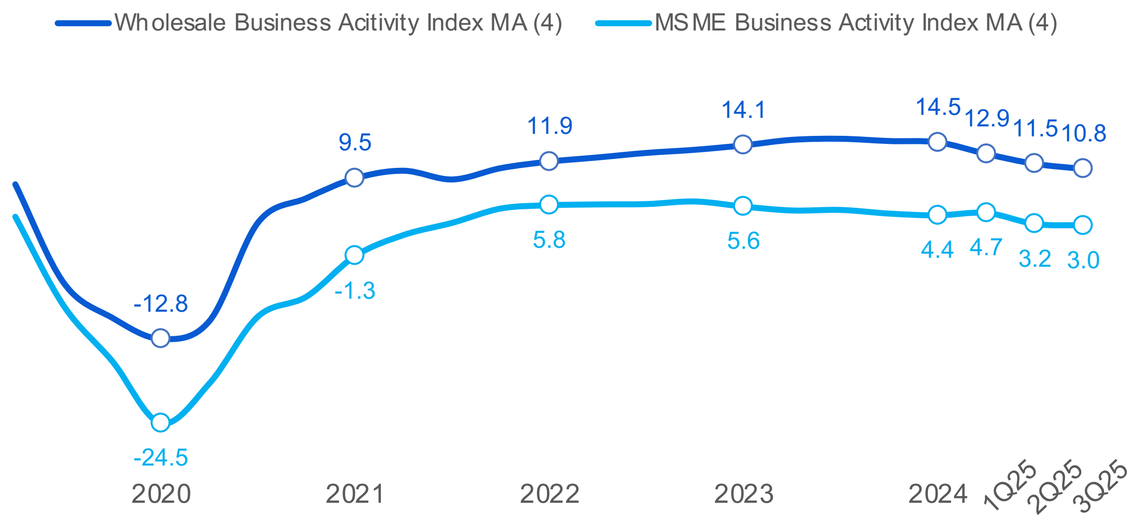
MACRO ECONOMIC METRICS

Stable Macro Indicators with Fiscal Tailwinds, Though Middle-Lower Segment Remains Weak

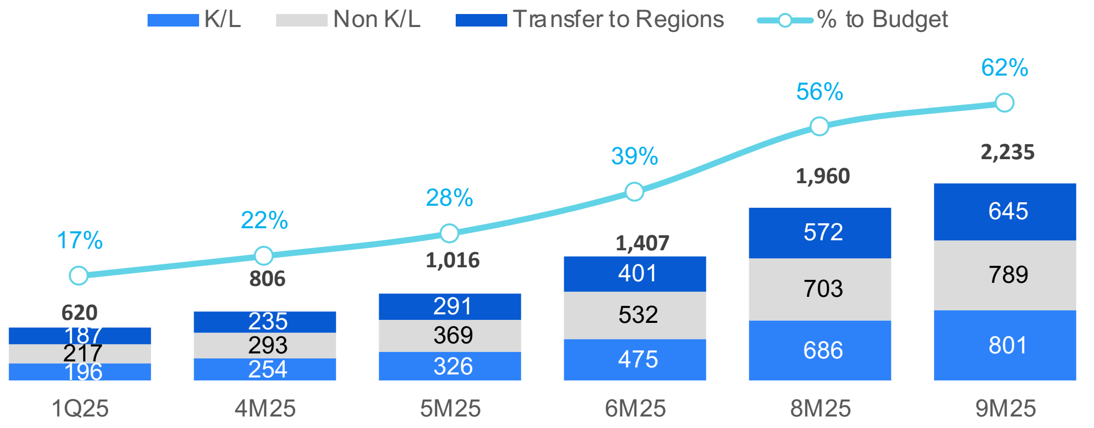
GDP growth expected to remain stable in 3Q25..



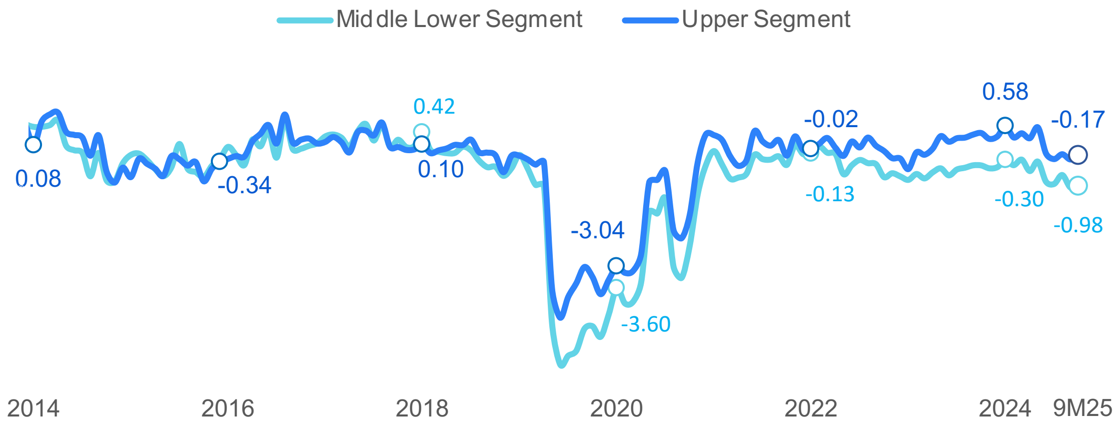
MSME business activity showed modest decline..



..Growth outlook supported by remaining fiscal room



..As purchasing power remained under pre-pandemic level

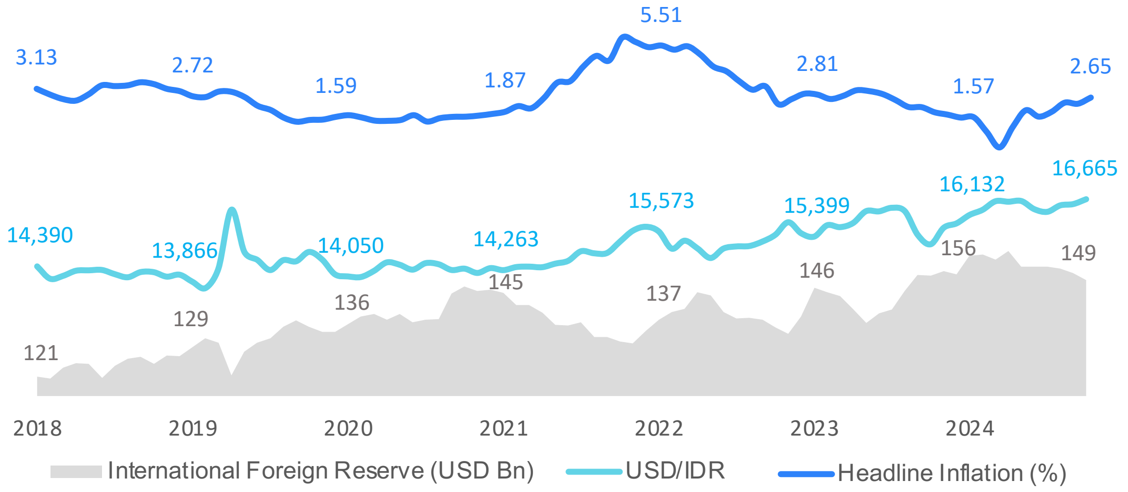


Upper & Middle-Lower Segment Purchasing Power Index is calculated using z-score based on a set of each segment's purchasing power indicators with mean & standard deviation from Jan'16 – Dec'18.

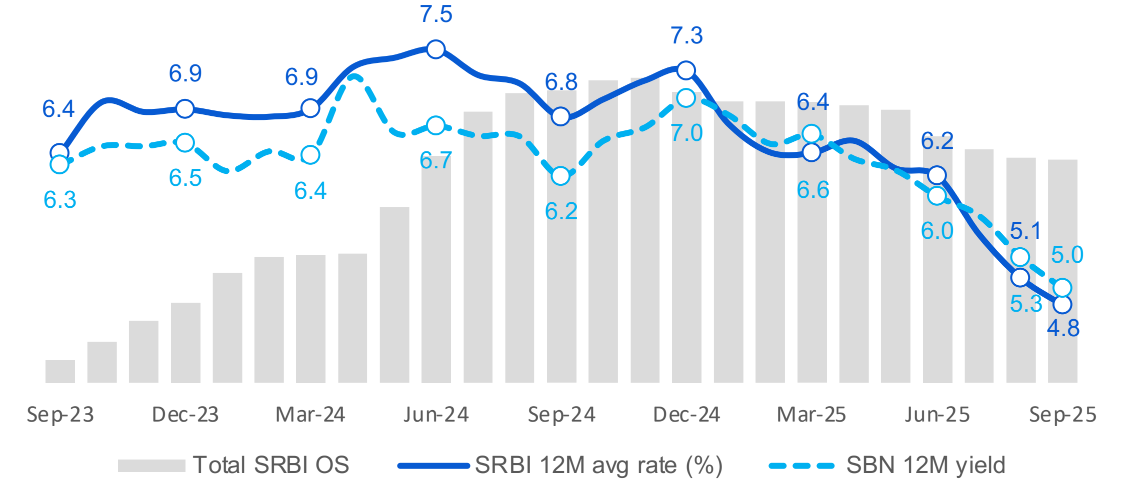
MONETARY POLICY AS CATALYST

Monetary Easing and Fiscal Momentum to Support Liquidity Improvement

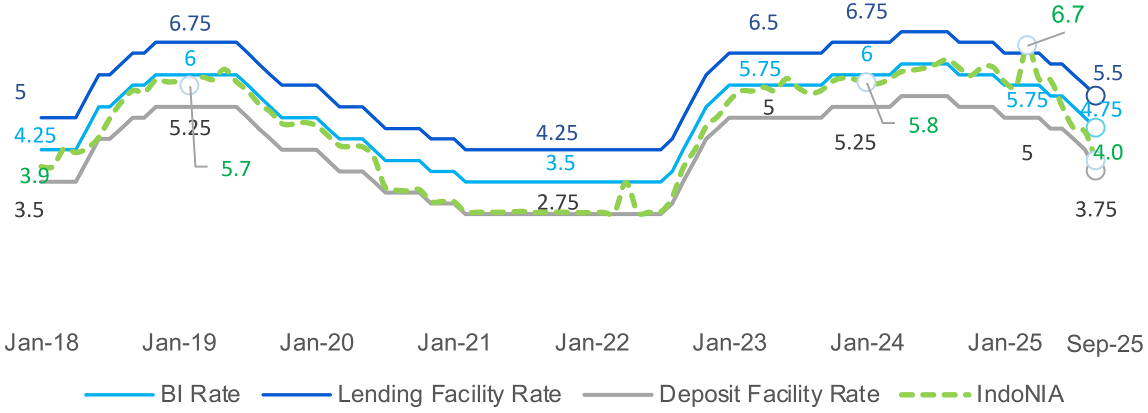
Steady Inflation, Forex & Reserves support monetary easing..



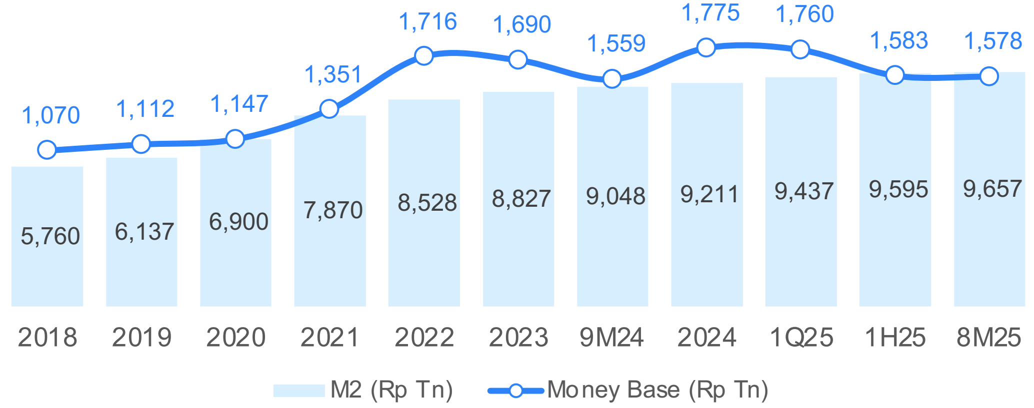
SRBI auction and interest rates have been trending down..



BI Policy rate corridor indicating monetary expansion..



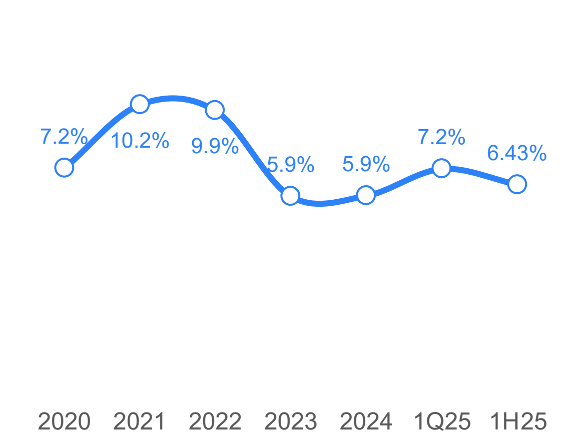
Money Supply showing signs of recovery



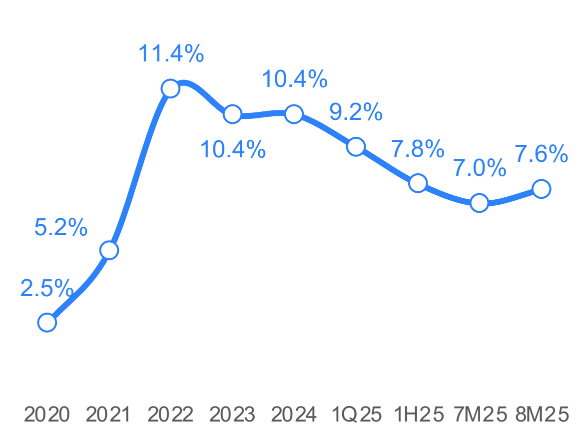
INDONESIA BANKING INDUSTRY PERFORMANCE

Expansionary Policies Driving Liquidity and Growth

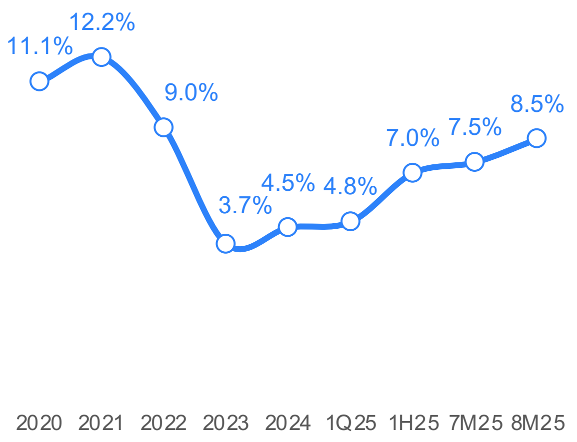
*Asset YoY Growth



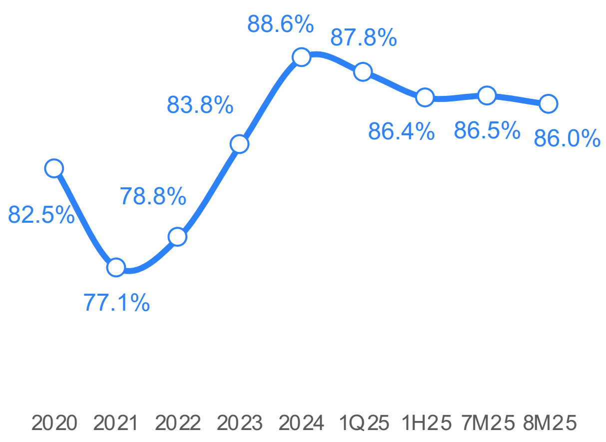
Loan YoY Growth



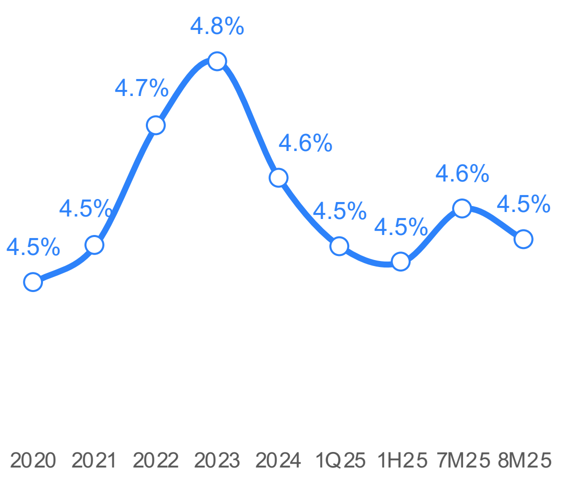
Deposit YoY Growth



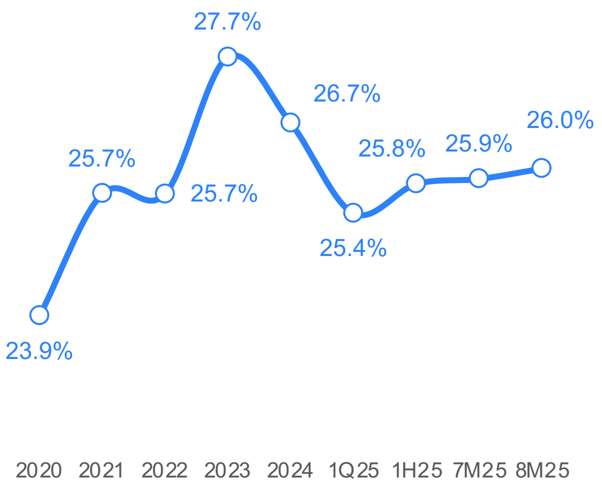
LDR



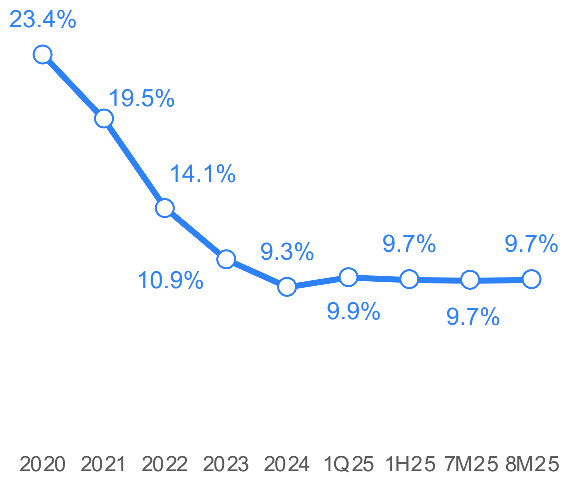
NIM



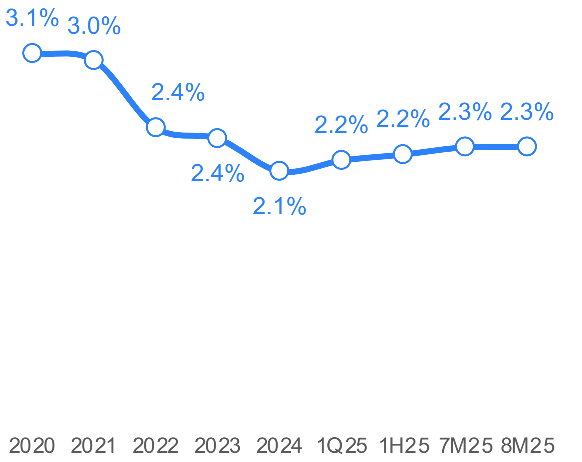
CAR



LaR



NPL



*) Asset Data using the OJK SPI until June 2025
Data source: SPI OJK and media releases

REIGNITING BRI'S CORE

Shift to healthier and sustainable growth

Transform the Funding Franchise

- Strengthen and empower the Regional Offices supervision to improve branches and RMs' productivity
- Transform retail CASA and Wealth Management, and strengthen transaction banking capabilities across all segments
- Tap into the emerging affluent segment
- Strengthen collaboration across segments, including improving penetration on value chain synergies, and boost subsidiary synergy
- Refresh bank-wide branding across products and digital services

Revamp the existing core and build a new sustainable core

- Revisit the micro business model while still focusing on asset quality (risk excellence, business process, and people capability)
- Strengthen dominance in the payroll business, accelerate growth in auto loans and mortgages, and expand pawn/ bullion services
- Strengthen risk management for a small portfolio, boost productivity in medium business, and sustain accelerated growth under commercial

Build a World Class foundations

- Organization, Distribution and Operations
- Launch a holistic people transformation
- Upgrade E2E Enterprise Risk Management

RETAIL FUNDING & ASSET QUALITY 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

Reactivate Merchant Cluster

Activation programs at key F&B Hotspots

Leverage emerging lifestyle trends

Optimize Business Cluster

Optimizing territorial coverage, ecosystem, and customer value chain penetration to strengthen cluster-based business and accelerate CASA acquisition

Collaboration Across Business Unit & Subsidiaries

Business potential mapping and **acquisition strategies** tailored to each unit's operational area

Human Capital & Organization

Enhance Loan Officer's Competencies

Redefine recruitment standards and training, improve career pathways

Redesign Organization and Roles

Remodel Micro loan officer's roles and establish Commercial Banking Center

Business Process Improvement

Improve Operations and Digital Enablers

Add Supervisors in all Micro Units, enhance BRIspot and pipeline management

Strengthening Risk Management

Enhance Pre-screening and Underwriting

Enhance pre-screening framework and Early Warning system

SECOND ENGINES OF GROWTH INITIATIVES

Driving End-to-End Consumer Growth

Payroll loan

Maximizing Customer Base
Focus on expanding ETB penetration within customer base

Acquisition of high-quality payroll accounts


Mortgage

Expanding tier-1 developer's project partnership agreements

Hosting the Consumer Expo 2025 across Indonesia's major cities, as a flagship event to showcase BRI's full suite of consumer banking products



Auto Loan

Leveraging subsidiary synergy to develop the auto loan business via joint financing

Tapping into integrated auto loan ecosystem


Wealth Management

Driving Fee Income by optimizing product offerings, deepening corporate synergies, and accelerating customer and FUM expansion through flagship programs


Tapping into Bullion Services and capturing growth in Indonesia's gold ecosystem

Bullion Services

Implementing the Bullion Services

Pegadaian officially launched and served bullion services in February 2025. Bullion services offer gold financing, savings, trading, and deposits to both retail and corporate customers.

Establishing strong retail product portfolio
Expanding gold-based retail offerings to enhance customer value and revenue growth

Expanding to the B2B market
Tapping corporate and institutional markets to unlock new growth opportunities

Building a gold business ecosystem
Developing an integrated gold ecosystem to reinforce market leadership and industry synergy

Tring by Pegadaian

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.



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TRANSFORMING FUNDING FRANCHISE

Optimizing All Digital Channels

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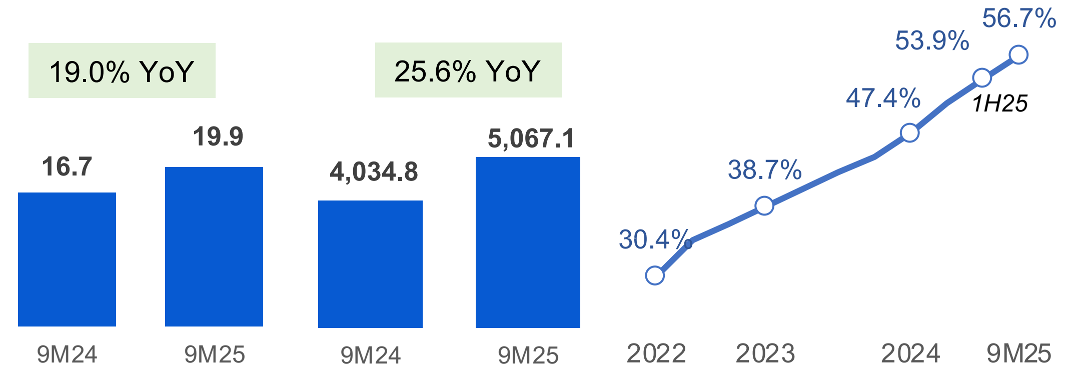
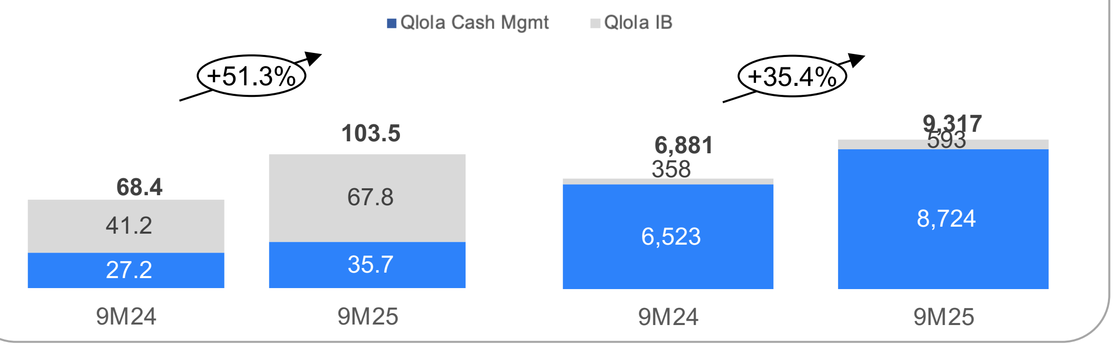
BRImo — Key Metrics Growth YoY

\# Monthly Active Users (in Mn) | Transaction value (Rp Tn) | BRIMO Penetration Rate*

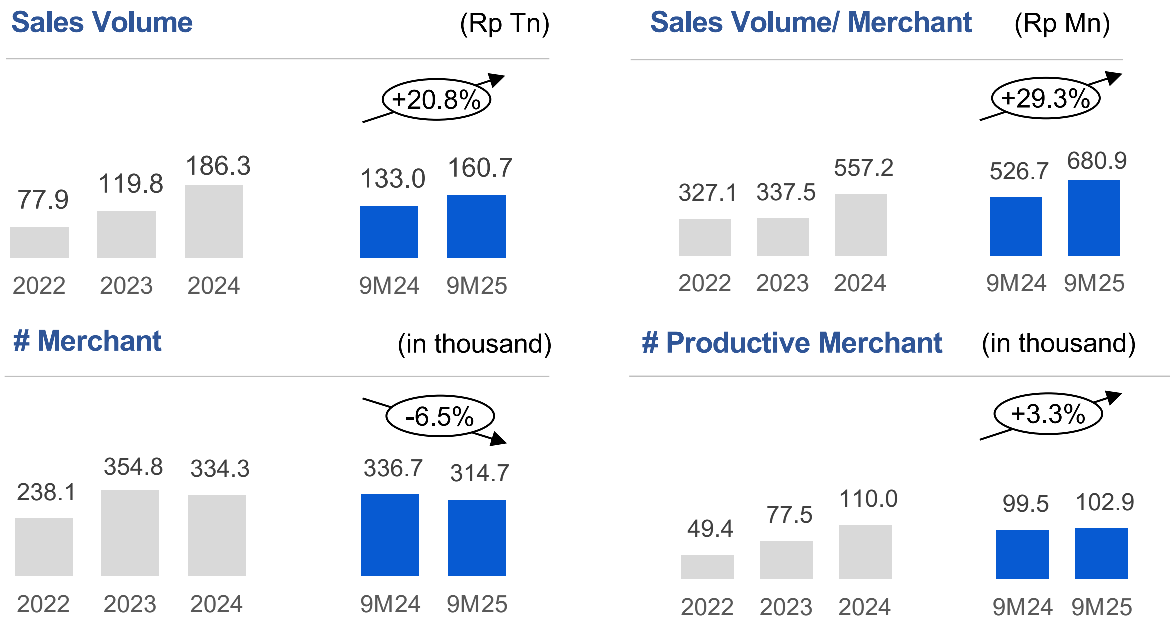


Qlola by BRI

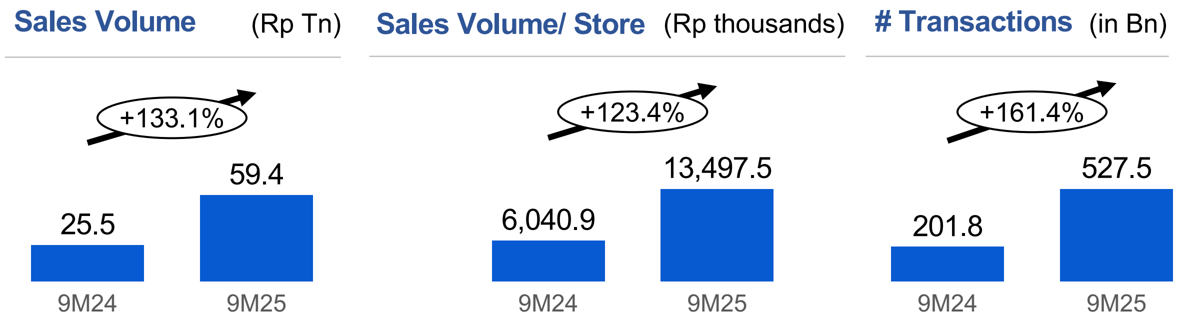
\# Active Users (in Thousand) | Sales Volume (Rp Tn)



Business Merchant



QRIS



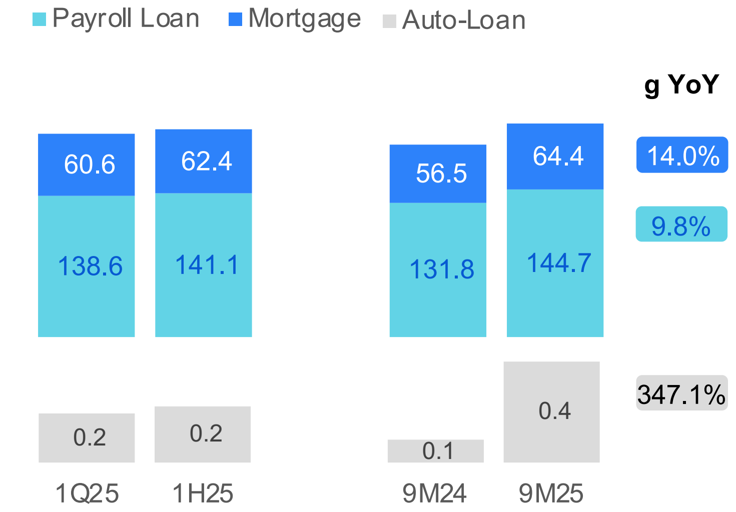
*) BRIMO penetration rate used the total customers of 78.3 million as of 9M25

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

CONTINUED PROGRESS IN THE SECOND ENGINES OF GROWTH

Consumer Loan Breakdown (Bank Only)

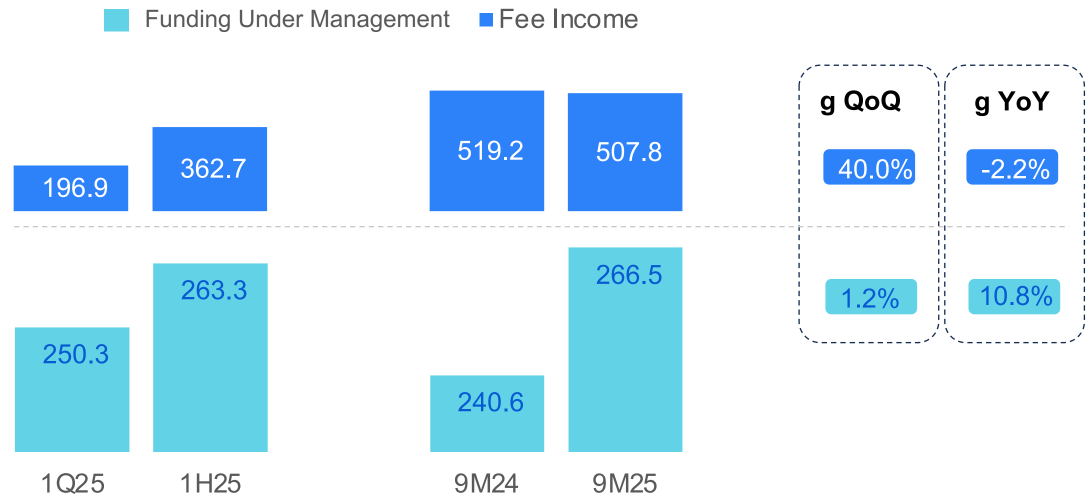
Rp Tn



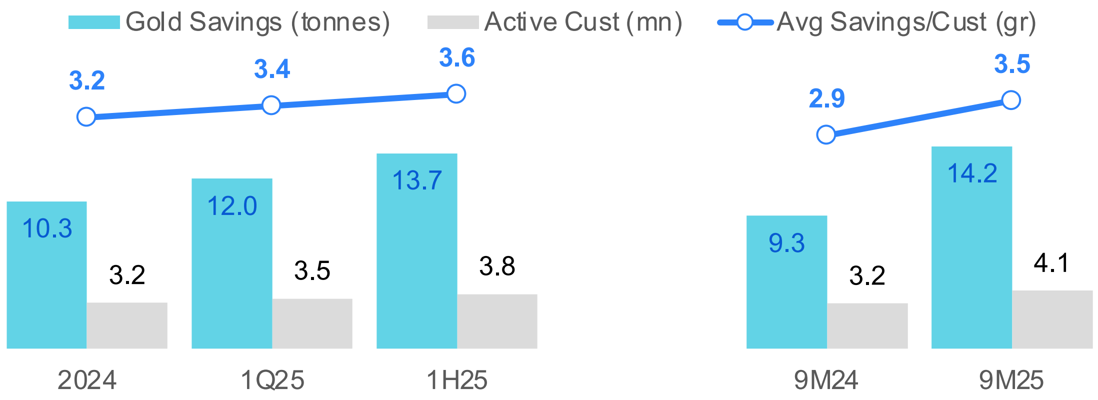
% to Total Loan (Bank Only)

9M25	g QoQ	g YoY
5.04%	0.09%	0.39%
11.32%	0.15%	0.49%
0.03%	0.02%	0.03%

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

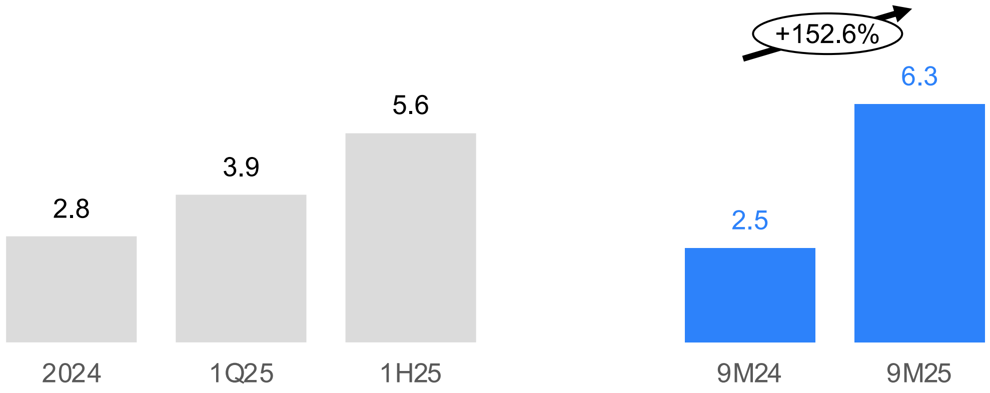


Gold Savings OS & Number of Customers



Gold Installment Loan OS

Rp Tn



DEPOSIT COMPOSITION IMPROVING

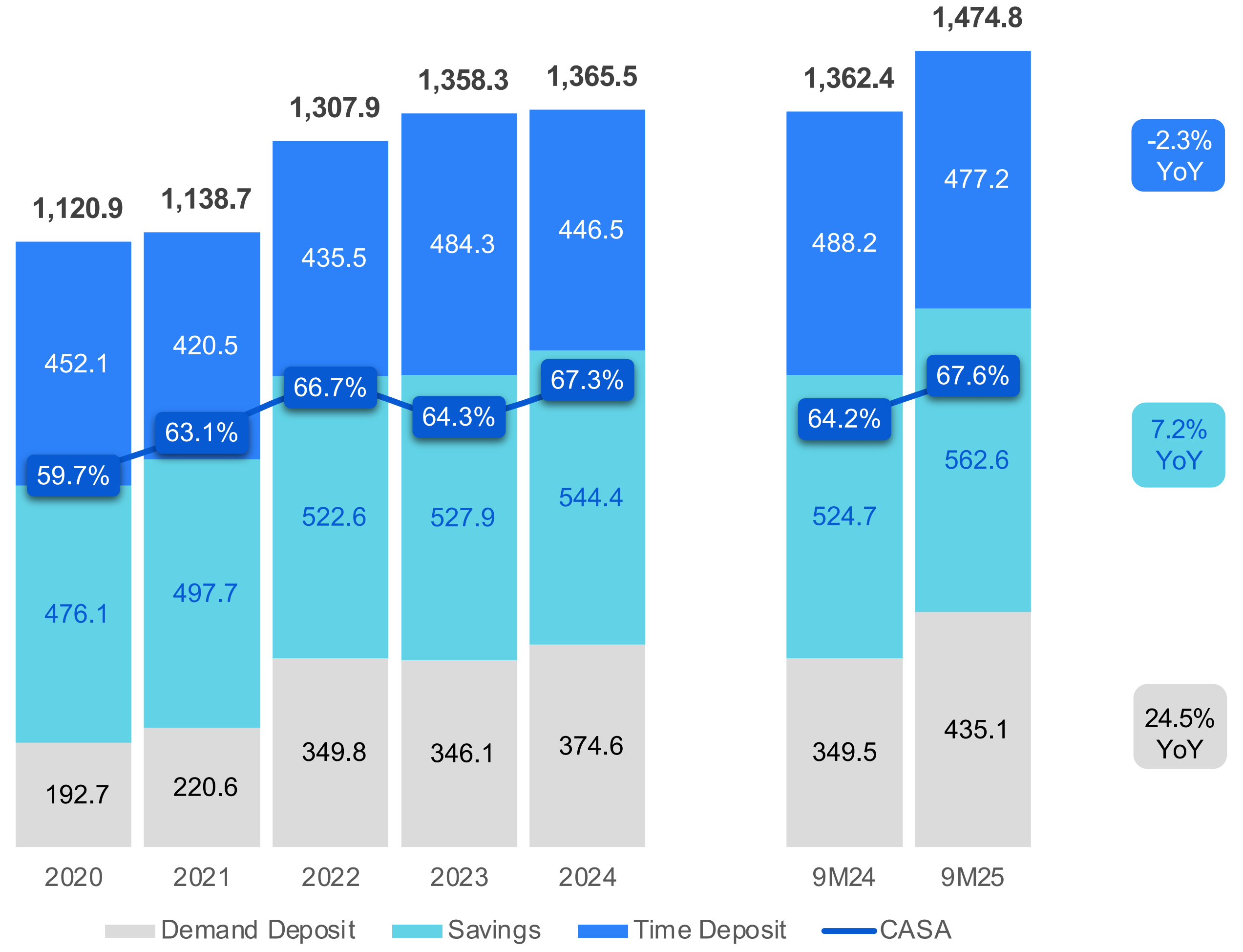
CASA Ratio Up 350bps YoY, Retail Savings Maintained Growth Momentum

Deposit Growth (Consolidated)

(Rp Tn)

Total Deposit: **8.2% YoY**
CASA: **14.1% YoY**

Growth YoY



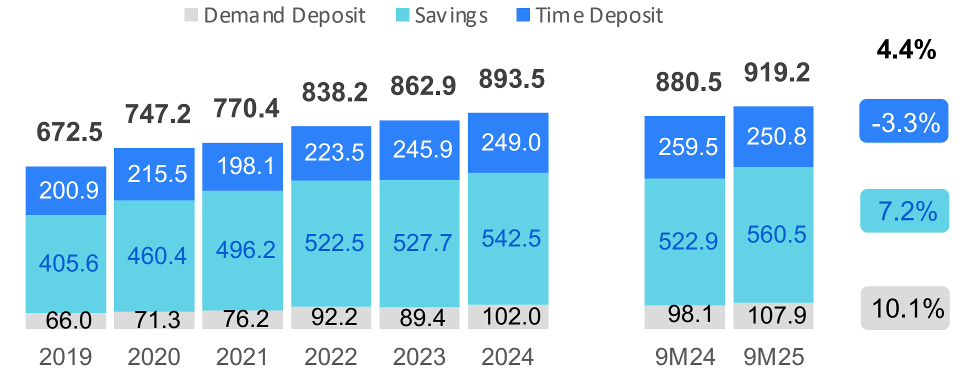
Deposit Products Wholesale vs Non-Wholesale*

(Rp Tn)

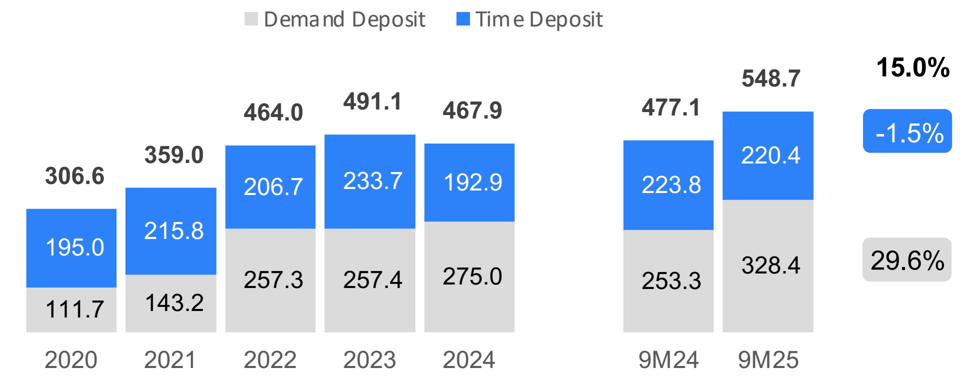
Total Deposits 9M25: Rp1,468.0 Tn

Growth YoY

Non-wholesale



Wholesale



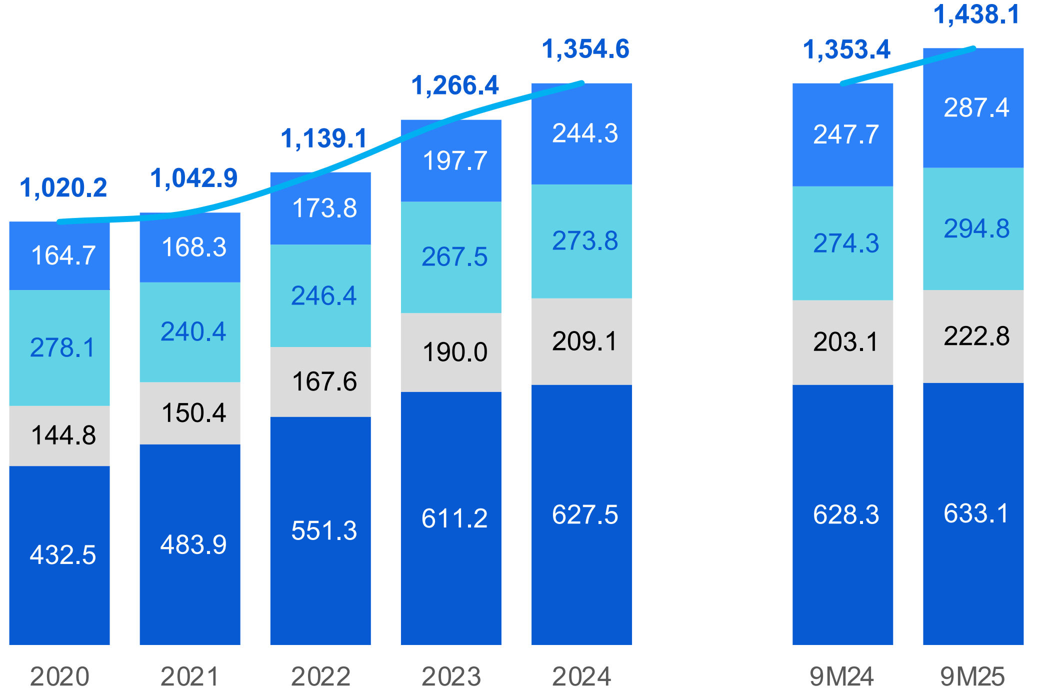
*Data is presented in Bank Only

LOANS & FINANCING PORTFOLIO

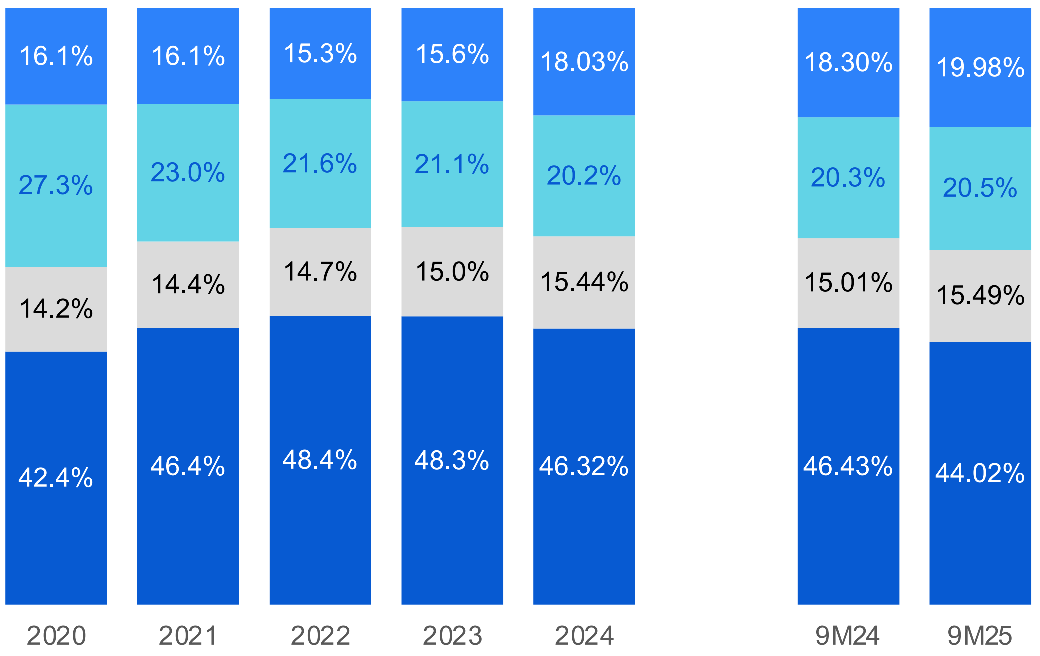
Second Growth Engines Gaining Traction, With QoQ Momentum Driven by Payroll Loans, Commercial Lending, and Gold Pawning

Loan Outstanding – by business segment

(Rp Tn)



Composition – by business segment (%)



	Micro	Consumer	CSME	Corporate	Total
YoY Growth (%)	0.8	9.7	7.5	16.0	**6.3**
(Rp Tn)	4.8	19.7	20.6	39.7	**84.8**

Recently, Bank Raya shifted portion of its Small Segment loans to Micro Segment amounting to Rp1 tn. If we adjust the Ultra Micro loans outstanding, it will impact loan growth by 5bps

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DEPOSIT OUTSTRIPPED LOAN GROWTH DRIVEN BY CASA

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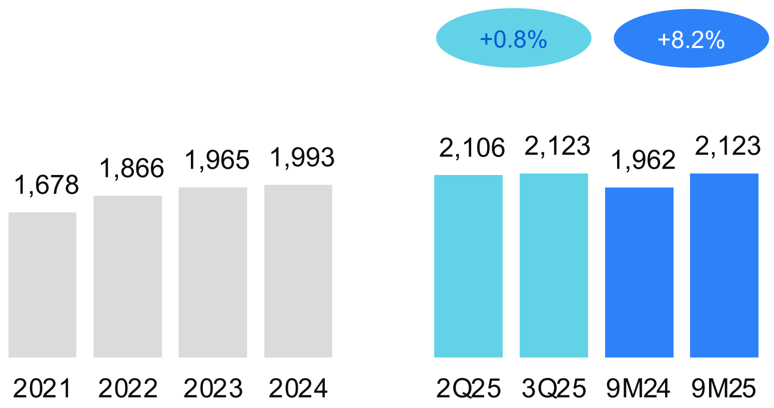
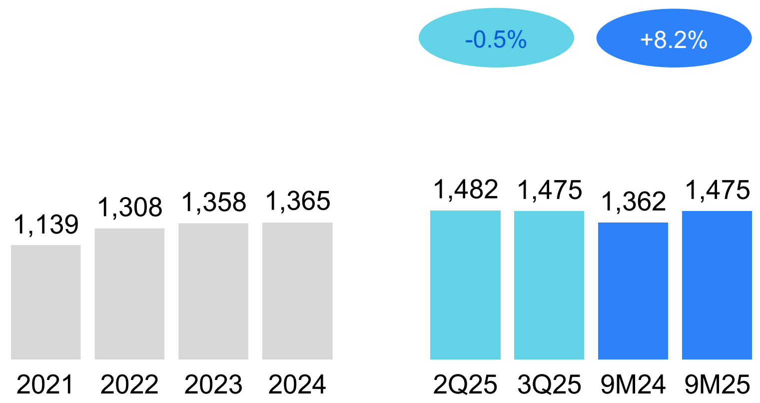
x.x% g QoQ   x.x% g YoY

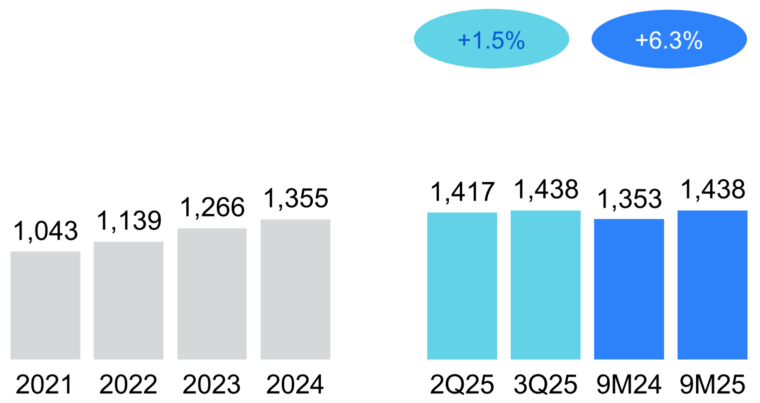
Asset (Rp Tn)



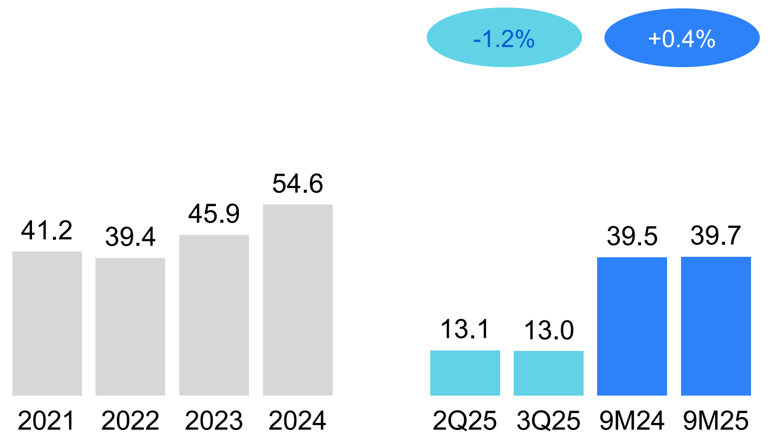
Deposit (Rp Tn)



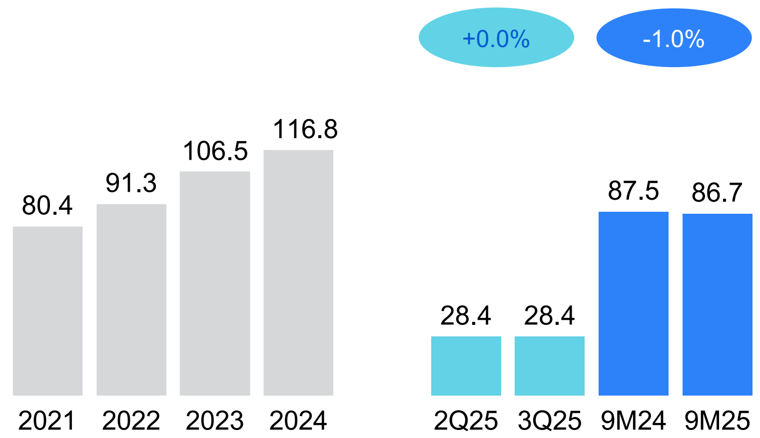
Loan & Financing (Rp Tn)



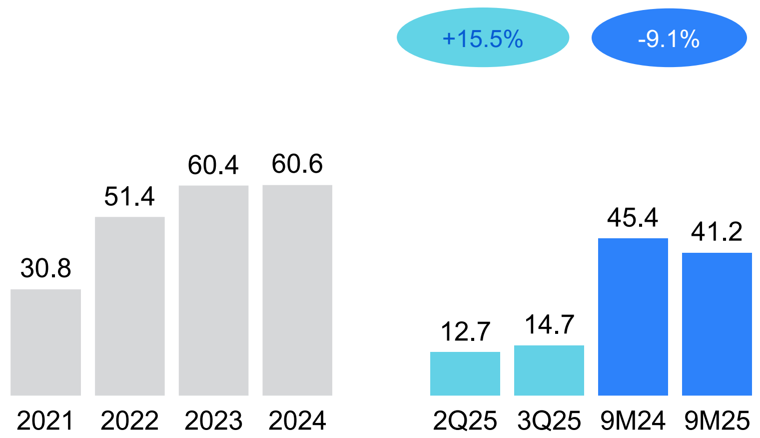
Fee & Other Opt. Income (Rp Tn)



PPOP (Rp Tn)



Net Profit (Rp Tn)

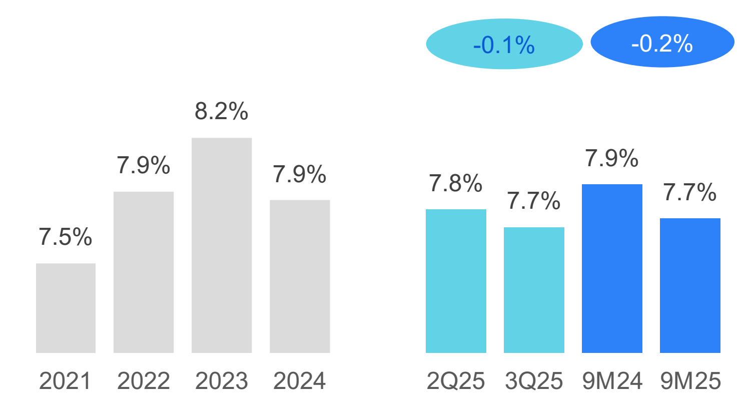


Consolidated Number

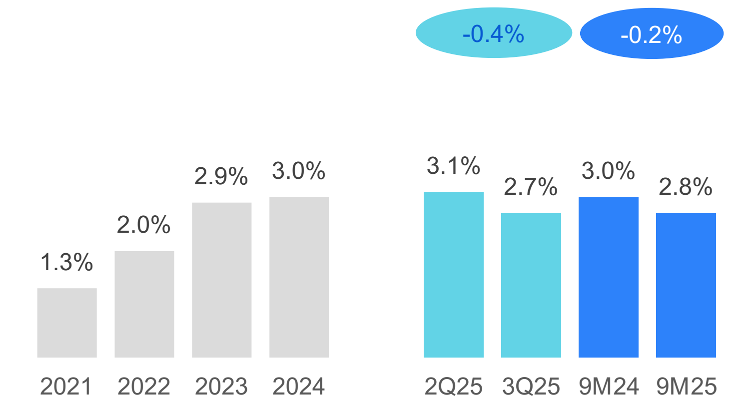
IMPROVED FUNDING MIX CUSHION LOAN QUALITY PRESSURE ON PROFITABILITY

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

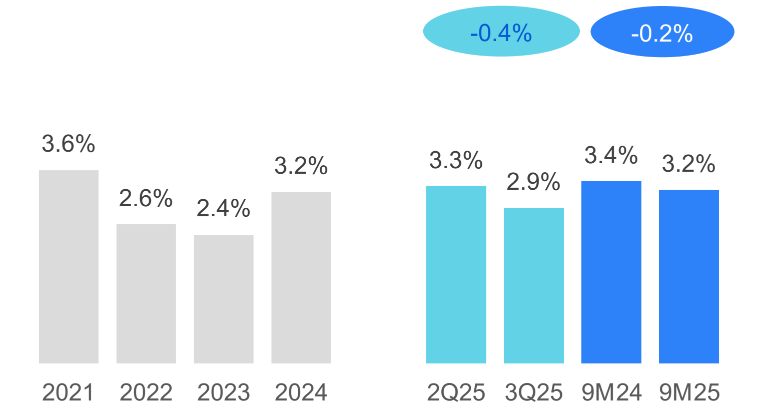
NIM



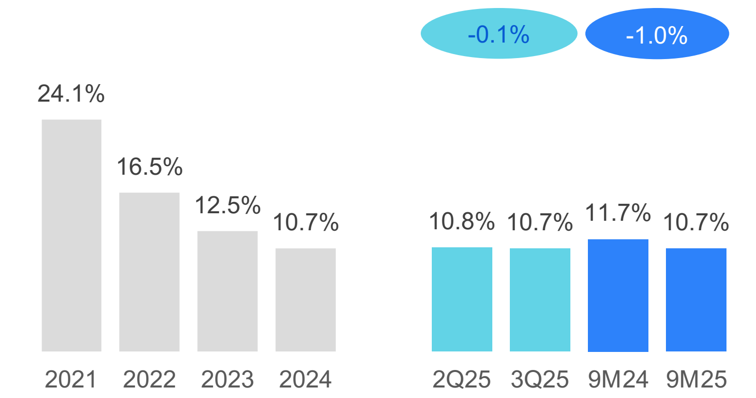
Cost of Third-Party Fund* (Marginal)



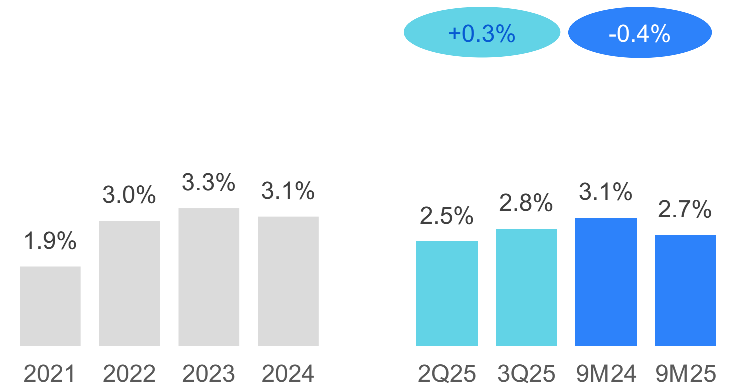
CoC



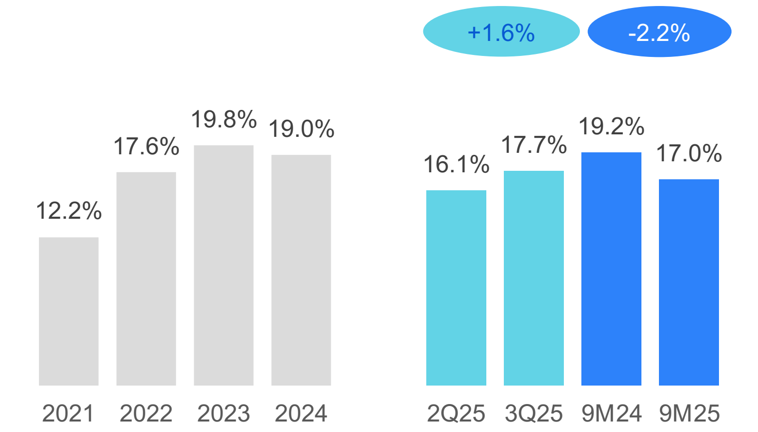
LAR



ROA



ROE



Consolidated Number

**) Cost of Third-Party Fund excludes gift expense and LPS premium cost. The data shown reflects only the respective month*

FINANCIAL PERFORMANCE

BALANCE SHEET

Deposits Growth Driven by CASA

(Rp Bn)

Items	9M25	1H25	9M24	g QoQ	g YoY	2024	2023	2022
Cash and Cash Equivalent	100,490	90,797	91,238	10.7%	10.1%	118,663	133,513	178,343
Total Earning Assets:	**1,976,358**	**1,972,929**	**1,829,629**	**0.2%**	**8.0%**	**1,841,405**	**1,791,006**	**1,665,968**
- Placement with BI & Other Banks	93,964	123,075	108,716	-23.7%	-13.6%	83,457	87,557	91,890
- Receivables (Acceptance & Others)	56,063	72,404	54,719	-22.6%	2.5%	51,849	65,024	47,146
- Loans & Financing	1,438,109	1,416,619	1,353,356	1.5%	6.3%	1,354,641	1,266,429	1,139,077
- Gov't Bonds & Marketable Securities	379,444	352,452	305,123	7.7%	24.4%	343,381	364,687	381,339
- Other Earning Assets	8,778	8,378	7,715	4.8%	13.8%	8,077	7,308	6,515
Earning Asset Provision:	**(81,938)**	**(82,631)**	**(86,092)**	**-0.8%**	**-4.8%**	**(82,529)**	**(88,172)**	**(94,975)**
- Loans and Financing Provisions	(80,949)	(81,357)	(84,504)	-0.5%	-4.2%	(81,064)	(85,502)	(93,088)
- Other Provisions	(989)	(1,274)	(1,588)	-22.3%	-37.7%	(1,465)	(2,670)	(1,887)
Fixed & Non-Earning Assets	128,536	125,277	127,141	2.6%	1.1%	115,444	128,660	116,303
Total Assets	**2,123,447**	**2,106,371**	**1,961,916**	**0.8%**	**8.2%**	**1,992,983**	**1,965,007**	**1,865,639**
Third Party Funds :	**1,474,783**	**1,482,120**	**1,362,419**	**-0.5%**	**8.2%**	**1,365,450**	**1,358,329**	**1,307,884**
- CASA	997,622	970,946	874,231	2.7%	14.1%	918,981	874,070	872,404
Current Account	435,071	414,483	349,490	5.0%	24.5%	374,554	346,124	349,756
Savings Account	562,551	556,463	524,741	1.1%	7.2%	544,427	527,946	522,648
- Time Deposits	477,161	511,174	488,188	-6.7%	-2.3%	446,469	484,259	435,481
Other Interest-Bearing Liabilities	210,675	205,823	179,105	2.4%	17.6%	200,597	180,023	162,817
Non-Interest-Bearing Liabilities	100,090	96,356	90,920	3.9%	10.1%	103,747	110,184	91,543
Total Liabilities	**1,785,549**	**1,784,299**	**1,632,443**	**0.1%**	**9.4%**	**1,669,794**	**1,648,535**	**1,562,244**
Tier 1 Capital	305,359	290,374	296,281	5,2%	3,1%	291,317	283,949	273,812
Total Equity	**337,898**	**322,072**	**329,473**	**4.9%**	**2.6%**	**323,189**	**316,472**	**303,395**
Total Liabilities & Equity	**2,123,447**	**2,106,371**	**1,961,916**	**0.8%**	**8.2%**	**1,992,983**	**1,965,007**	**1,865,639**

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INCOME STATEMENT

Core NII Growth Intact; While Other Operating Income Softened Due to Slower Recoveries

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(Rp Bn)

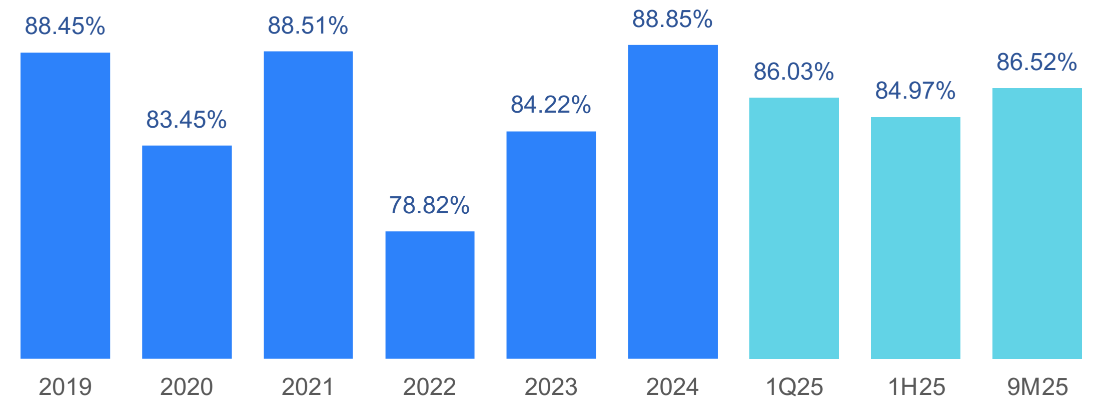
Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Interest Income	52,784	52,538	49,838	50,847	0.5%	3.8%	155,160	150,637	3.0%
Interest Expense	(15,068)	(15,115)	(13,987)	(14,263)	-0.3%	5.6%	(44,169)	(42,776)	3.3%
Net Interest Income	**37,717**	**37,423**	**35,852**	**36,583**	**0.8%**	**3.1%**	**110,991**	**107,861**	**2.9%**
Net Premium Income and Insurance Services	547	(629)	1,066	537	187.0%	1.9%	984	1,995	-50.7%
Other Operating Income (Non-Interest) - incld. Gold	**12,986**	**13,143**	**13,524**	**15,340**	**-1.2%**	**-15.3%**	**39,653**	**39,487**	**0.4%**
Total Operating Expenses	**(22,860)**	**(21,556)**	**(20,544)**	**(21,993)**	**6.0%**	**3.9%**	**(64,961)**	**(61,834)**	**5.1%**
Personnel Expenses	(10,928)	(10,901)	(10,834)	(10,268)	0.3%	6.4%	(32,663)	(30,900)	5.7%
G&A Expenses	(7,547)	(7,504)	(7,235)	(7,555)	0.6%	-0.1%	(22,286)	(21,830)	2.1%
Others Expenses	(4,385)	(3,151)	(2,476)	(4,170)	39.2%	5.2%	(10,012)	(9,104)	10.0%
Pre-Provision Operating Profit	**28,390**	**28,381**	**29,897**	**30,467**	**0.0%**	**-6.8%**	**86,668**	**87,510**	**-1.0%**
Provision Expenses	(10,324)	(10,998)	(12,275)	(10,967)	-6.1%	-5.9%	(33,597)	(29,464)	14.0%
Loan - Provision Exp	(10,480)	(11,548)	(12,012)	(10,859)	-9.3%	-3.5%	(34,040)	(33,588)	1.3%
Non-Loan - Provision Exp	156	550	(263)	(108)	-71.7%	243.9%	443	4,124	-89.3%
Profit From Operations	**18,066**	**17,383**	**17,622**	**19,500**	**3.9%**	**-7.4%**	**53,071**	**58,045**	**-8.6%**
Non-Operating Income	54	(21)	(240)	39	354.0%	39.6%	(207)	(57)	263.1%
Net Income Before Tax	18,119	17,362	17,382	19,539	4.4%	-7.3%	52,864	57,988	-8.8%
Net Profit	14,699	12,729	13,804	15,466	15.5%	-5.0%	41,232	45,362	-9.1%
Profit After Tax & Minority Interest (PATMI)	**14,502**	**12,603**	**13,673**	**15,363**	**15.1%**	**-5.6%**	**40,779**	**45,065**	**-9.5%**

**) 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.*

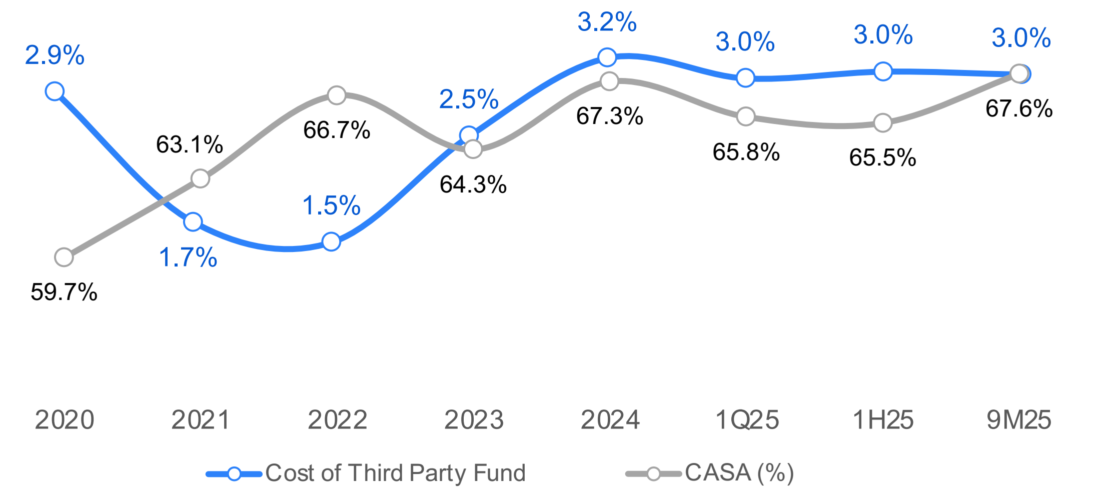
LIQUIDITY DISCPLINE SUPPORTS DEPOSIT COSTS

Liquidity Optimization Improved Funding Efficiency, Supporting Stable Deposit Costs

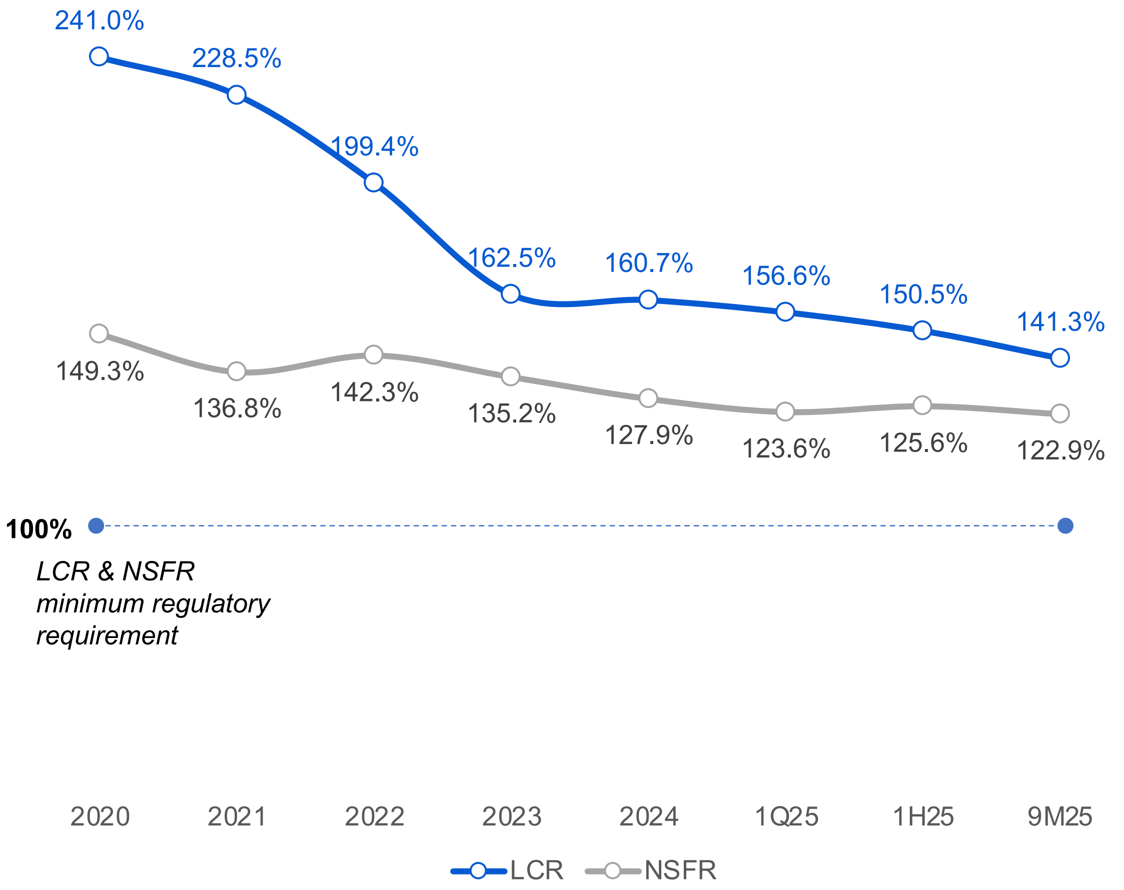
LDR (Consolidated – Bank Entity)



Cost of Third-Party Fund & CASA



LCR & NSFR



Cost of Third-Party Fund excludes LPS premium cost

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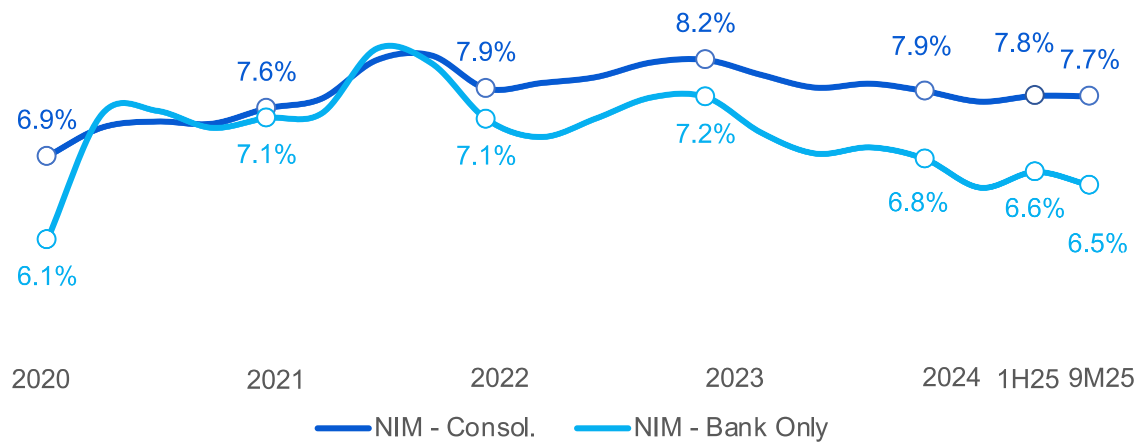
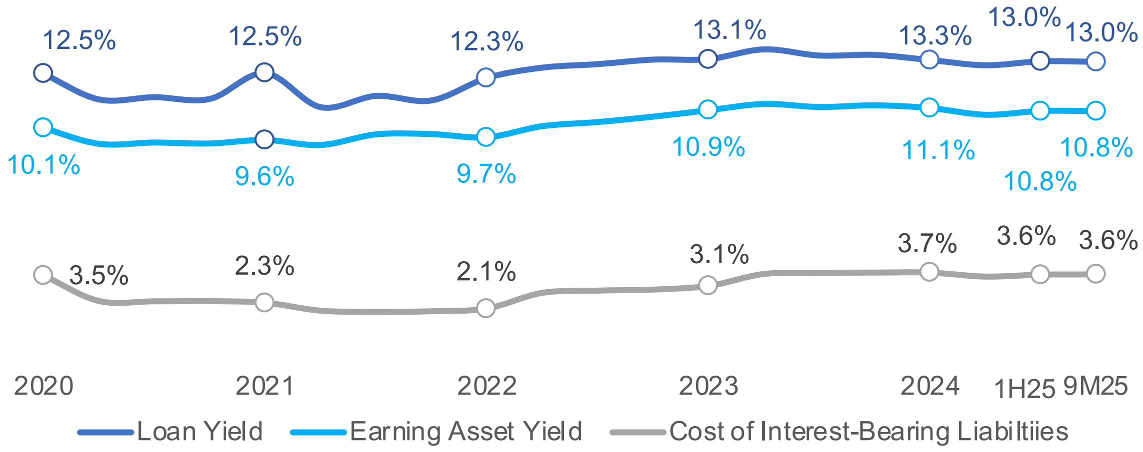
EARNING ASSET YIELD & STRONG MARGINS MAINTAINED

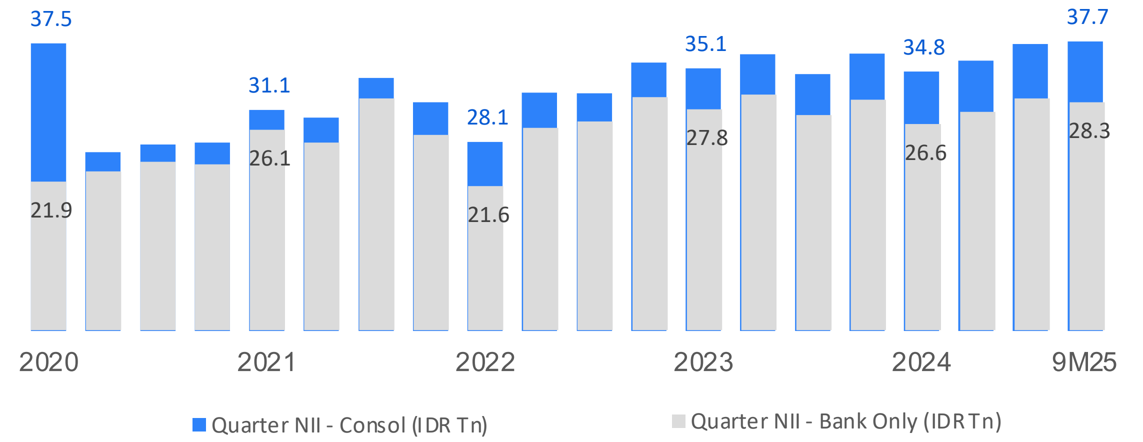
Optimized Balance Sheet with Sustained Margins

NIM – Bank Only vs Consolidated

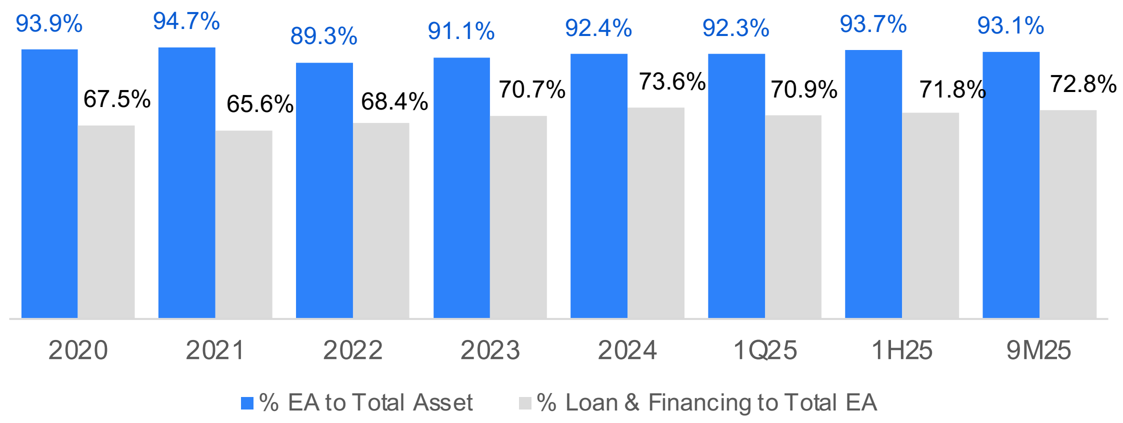


Lending Yield, EA Yield, and Cost of Interest-Bearing Liabilities





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*

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OTHER OPERATING INCOME & OPERATING EXPENSES

More Stable Revenue Mix Driven By Rising Fee Income Contribution

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Other Operating Income

(Rp Bn)

Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Fees and Commissions	5,311	5,183	5,209	5,195	2.5%	2.2%	15,704	15,313	2.6%
Recovery of Written-Off Assets	5,073	5,213	4,971	7,746	-2.7%	-34.5%	15,257	17,828	-14.4%
Gain on Sale of Securities - Net	603	750	491	676	-19.6%	-10.8%	1,843	1,607	14.7%
Gain on Foreign Exchange - Net	238	571	747	371	-58.3%	-35.8%	1,556	826	88.4%
Unrealized Gain on Changes in Fair Value of Securities	80	(8)	8	193	-1045.4%	-58.4%	80	193	-58.4%
Others	1,285	990	1,682	944	29.9%	36.1%	3,957	3,263	21.3%
Total Other Operating Income	**12,590**	**12,698**	**13,109**	**15,126**	**-0.9%**	**-16.8%**	**38,397**	**39,030**	**-1.6%**
Net Gold	396	445	415	215	-11.0%	84.6%	1,256	457	174.8%
Total Other Operating Income Incl. Gold	**12,986**	**13,143**	**13,524**	**15,340**	**-1.2%**	**-15.3%**	**39,653**	**39,487**	**0.4%**

Operating Expenses

(Rp Bn)

Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Salaries and Employee Benefits	10,928	10,901	10,834	10,268	0.3%	6.4%	32,663	30,900	5.7%
General and Administrative	7,547	7,504	7,235	7,555	0.6%	-0.1%	22,286	21,830	2.1%
Others	4,385	3,151	2,476	4,170	39.2%	5.2%	10,012	9,104	10.0%
Total Operating Expense	**22,860**	**21,556**	**20,544**	**21,993**	**6.0%**	**3.9%**	**64,961**	**61,834**	**5.1%**

**) 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 and Rp 2.2 tn in FY23. All FY24 and FY23 is adjusted to reflect this change.*

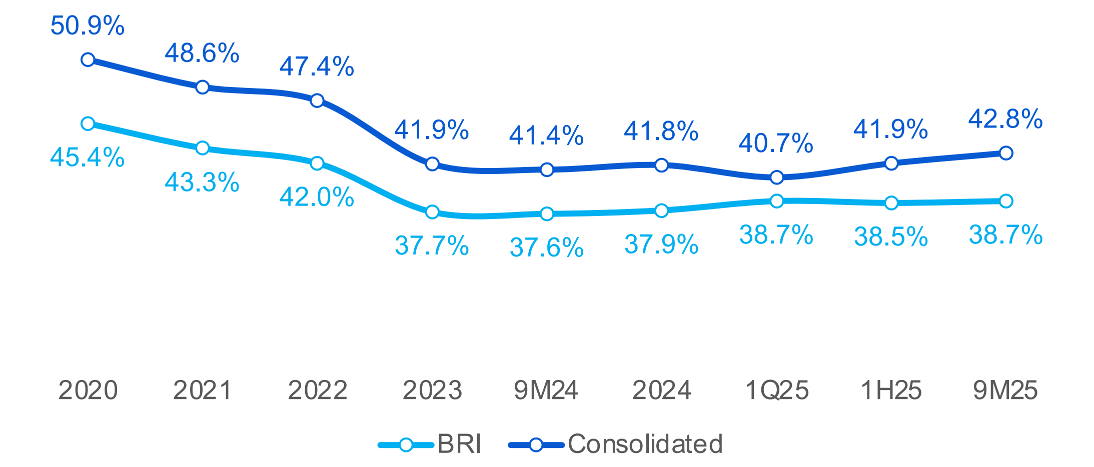
OPERATING EXPENSE BREAKDOWN

CIR remains within target range, despite one-off item driving subsidiaries' Opex growth

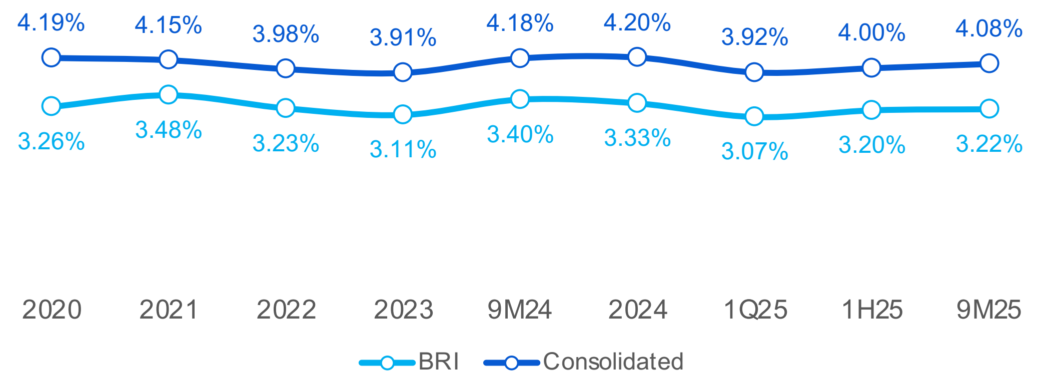
(Rp Bn)

Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Bank Only - Personnel Expenses	7,471	7,672	7,615	7,251	-2.6%	3.0%	22,758	22,239	2.3%
Bank Only - G&A Expenses	4,933	5,243	5,005	5,622	-5.9%	-12.3%	15,181	15,966	-4.9%
Bank Only - Others Expenses	3,532	3,169	2,204	3,885	11.4%	-9.1%	8,906	8,204	8.6%
Bank-Only Operating Expense	**15,936**	**16,085**	**14,824**	**16,758**	**-0.9%**	**-4.9%**	**46,845**	**46,408**	**0.9%**
Subsidiaries - Personnel Expenses	3,457	3,229	3,219	3,017	7.1%	14.6%	9,905	8,662	14.4%
Subsidiaries - G&A Expenses	2,614	2,261	2,229	1,933	15.6%	35.2%	7,104	5,864	21.2%
Subsidiaries - Others Expenses	853	(19)	271	79	4705.9%	977.7%	1,106	900	22.9%
Subsidiaries Operating Expense	**6,925**	**5,471**	**5,720**	**5,029**	**26.6%**	**37.7%**	**18,116**	**15,425**	**17.4%**
Consolidated - Personnel Expenses	10,928	10,901	10,834	10,268	0.3%	6.4%	32,663	30,900	5.7%
Consolidated - G&A Expenses	7,547	7,504	7,235	7,555	0.6%	-0.1%	22,286	21,830	2.1%
Consolidated - Others Expenses	4,385	3,151	2,476	4,170	39.2%	5.2%	10,012	9,104	10.0%
Consolidated Operating Expense	**22,860**	**21,556**	**20,544**	**21,993**	**6.0%**	**3.9%**	**64,961**	**61,834**	**5.1%**

Cost to Income Ratio: Bank Only vs Consolidated*



Cost to Asset Ratio: Bank Only vs Consolidated*



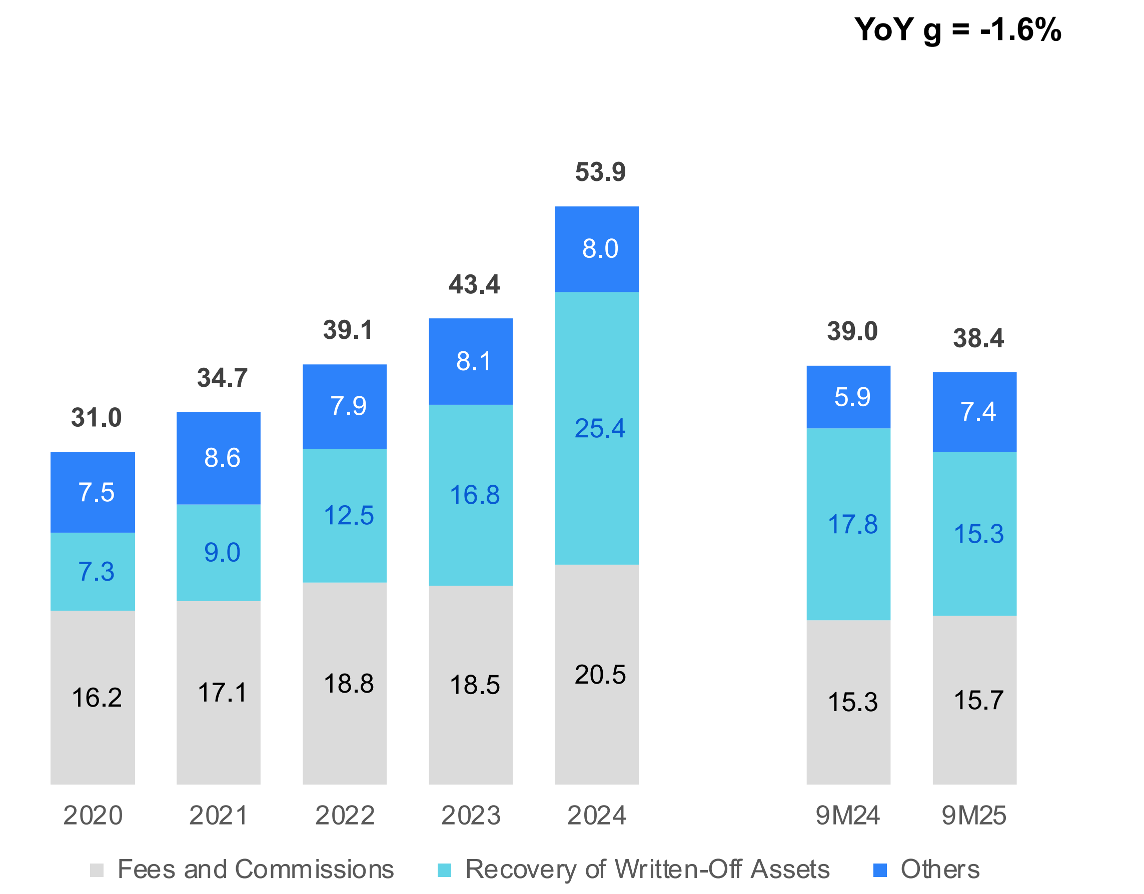
**As of 2025, insurance subsidiaries have adopted IFRS 17, replacing IFRS 4*
**Since 2021, Other Operating Income includes net gold revenue*

FEE & OTHER OPERATING INCOME

High E-channel Contribution Reflects Strong Digital Transaction

Consolidated - Other Operating Income

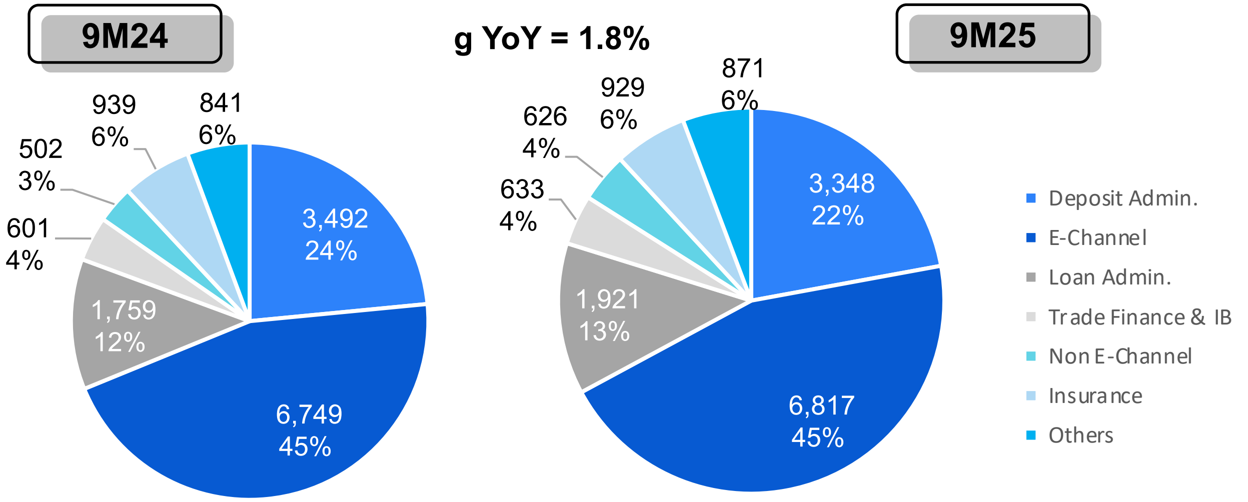
(Rp Tn)



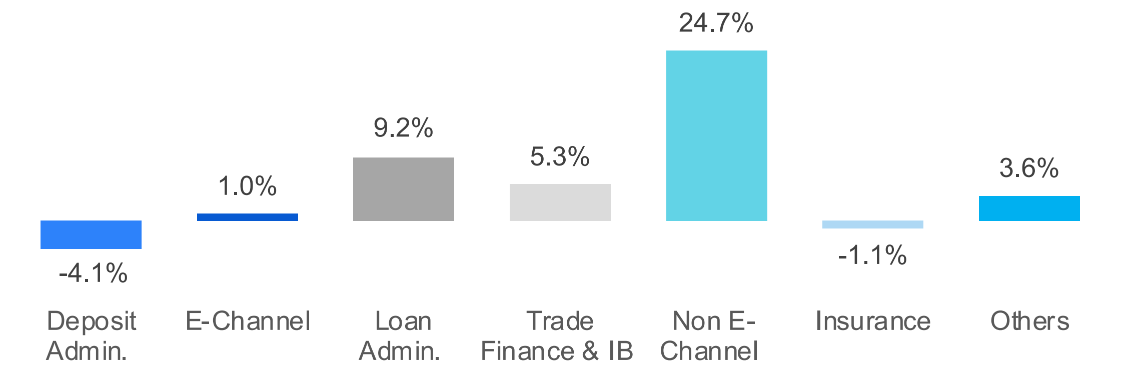
- *Other Operating Income growth driven by Fee Based Income*

Bank Only - Fee and Commission – Composition

(Rp Bn)



Bank Only - Fee and Commission YoY Growth*



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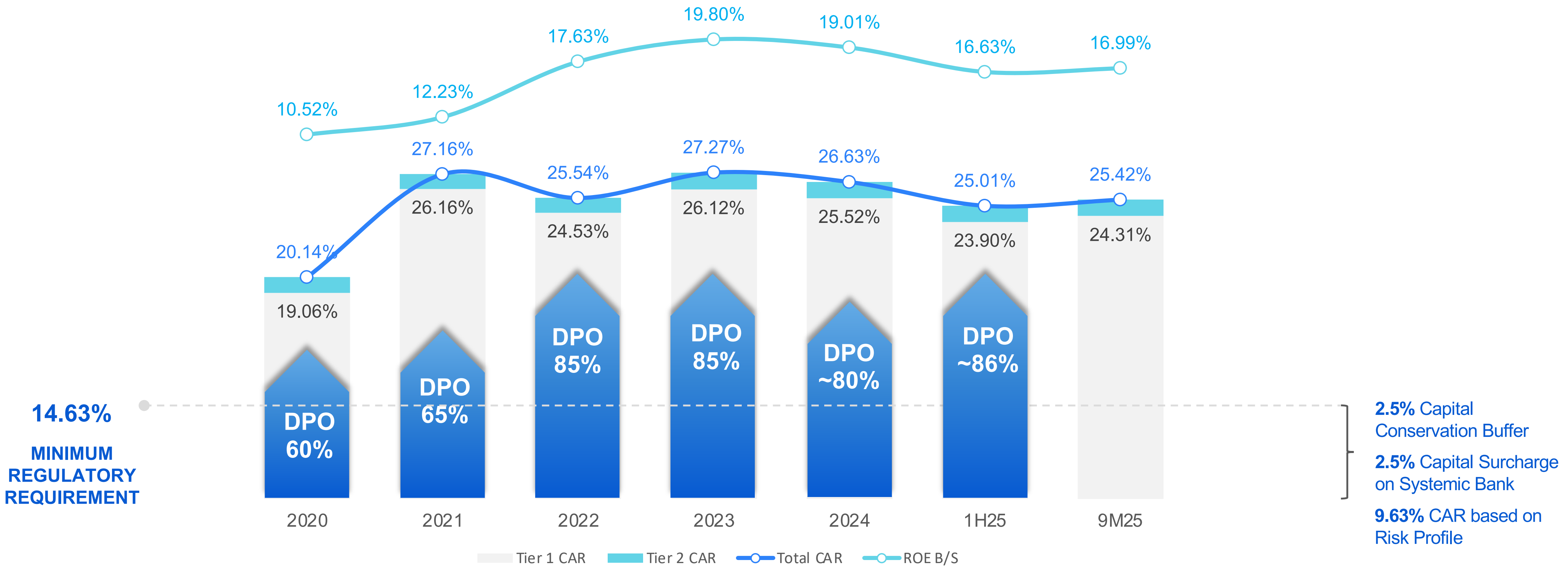
WELL-CAPITALIZED BALANCE SHEET PROVIDES FLEXIBILITY

CAR at 25.42% is the Highest Among Top 10 Banks



Leverage (x)	7.0	5.8	6.1	6.2	6.2	6.5	6.3

- 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)

**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.*

LOAN QUALITY

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LOAN QUALITY

NPLs rose across all segments except corporate, while Micro SMLs showed improvement

Non-Performing Loan – by Segment

Segment	9M25	9M24	1H25	2024	2023	2022	2021	2020
Micro	3.96%	3.03%	3.86%	2.85%	2.47%	1.74%	1.49%	0.83%
Consumer	2.50%	2.08%	2.25%	1.97%	1.97%	1.83%	1.78%	1.49%
SME	5.03%	4.64%	4.96%	4.42%	4.88%	4.30%	4.05%	3.61%
Commercial	2.30%	1.94%	2.54%	2.50%	2.56%	2.26%	3.57%	4.61%
Corporate	1.59%	2.52%	1.61%	2.60%	3.86%	4.68%	6.68%	7.57%
Bank Only - NPL%	**3.29%**	**3.04%**	**3.23%**	**2.94%**	**3.12%**	**2.82%**	**3.08%**	**2.94%**
Subsidiaries - NPL%	**1.28%**	**1.54%**	**1.39%**	**1.46%**	**1.20%**	**1.24%**	**2.08%**	**2.49%**
Consolidated - NPL %	**3.08%**	**2.90%**	**3.04%**	**2.78%**	**2.95%**	**2.67%**	**3.00%**	**2.88%**

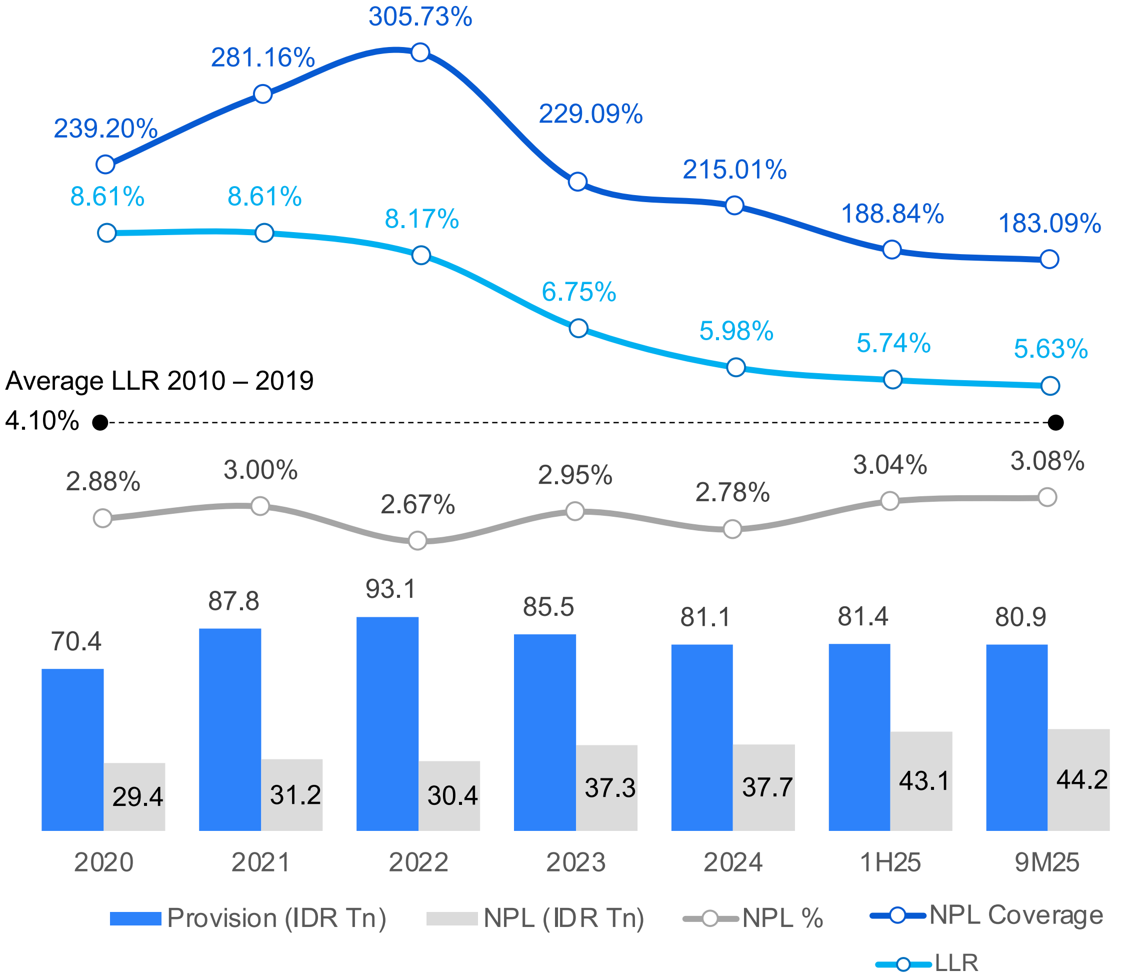
Special Mention – by Segment

Segment	9M25	9M24	1H25	2024	2023	2022	2021	2020
Micro	6.62%	6.82%	6.76%	6.20%	5.72%	3.95%	3.03%	2.47%
Consumer	2.96%	2.92%	2.66%	2.38%	2.84%	2.76%	2.20%	2.69%
SME	6.09%	5.89%	6.19%	4.74%	5.15%	4.30%	3.42%	3.19%
Commercial	2.48%	4.18%	2.92%	1.90%	2.52%	2.55%	3.08%	3.07%
Corporate	3.32%	3.84%	3.43%	3.72%	4.67%	4.32%	6.94%	2.85%
Bank Only - SML%	**4.96%**	**5.30%**	**5.06%**	**4.63%**	**4.87%**	**3.87%**	**3.70%**	**2.75%**
Subsidiaries - SML%	**5.04%**	**7.40%**	**5.47%**	**6.44%**	**4.84%**	**3.90%**	**4.68%**	**6.00%**
Consolidated - SML %	**5.00%**	**5.56%**	**5.15%**	**4.82%**	**4.90%**	**3.90%**	**3.81%**	**3.13%**

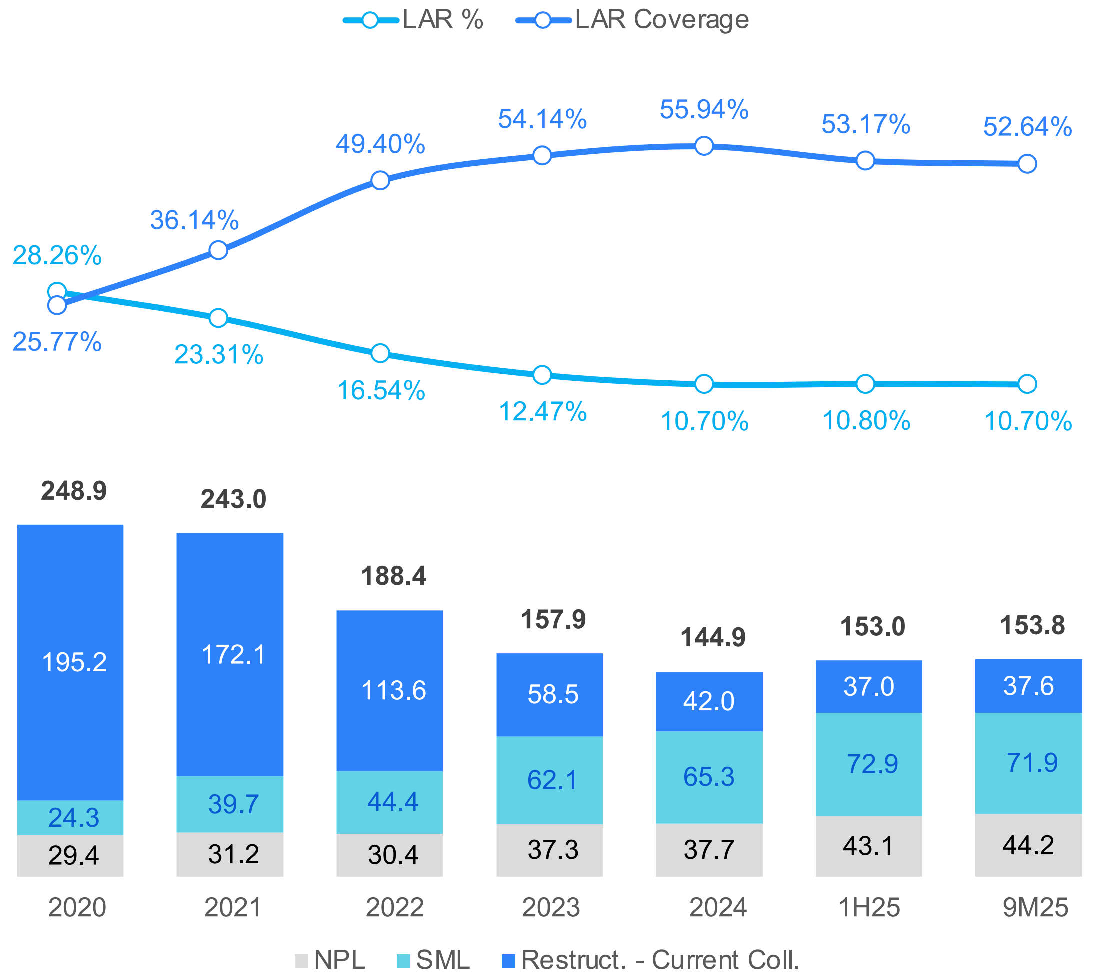
HISTORICAL NPL & LAR DATA

Provisions Are Maintaining an Elevated Stance, With LAR Coverage Remaining Strong

NPL & NPL Coverage



LAR & LAR Coverage

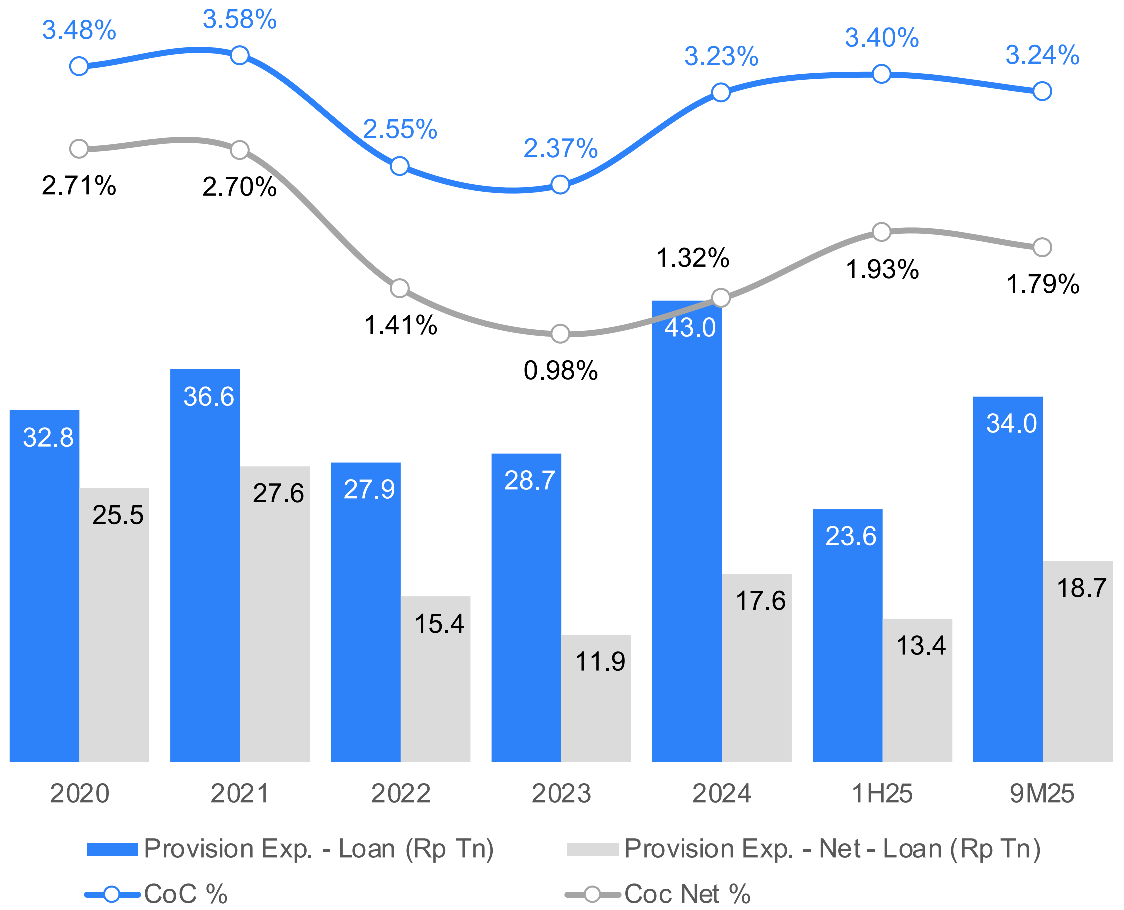


Since 2021, LAR and LAR Coverage are presented in consolidated number

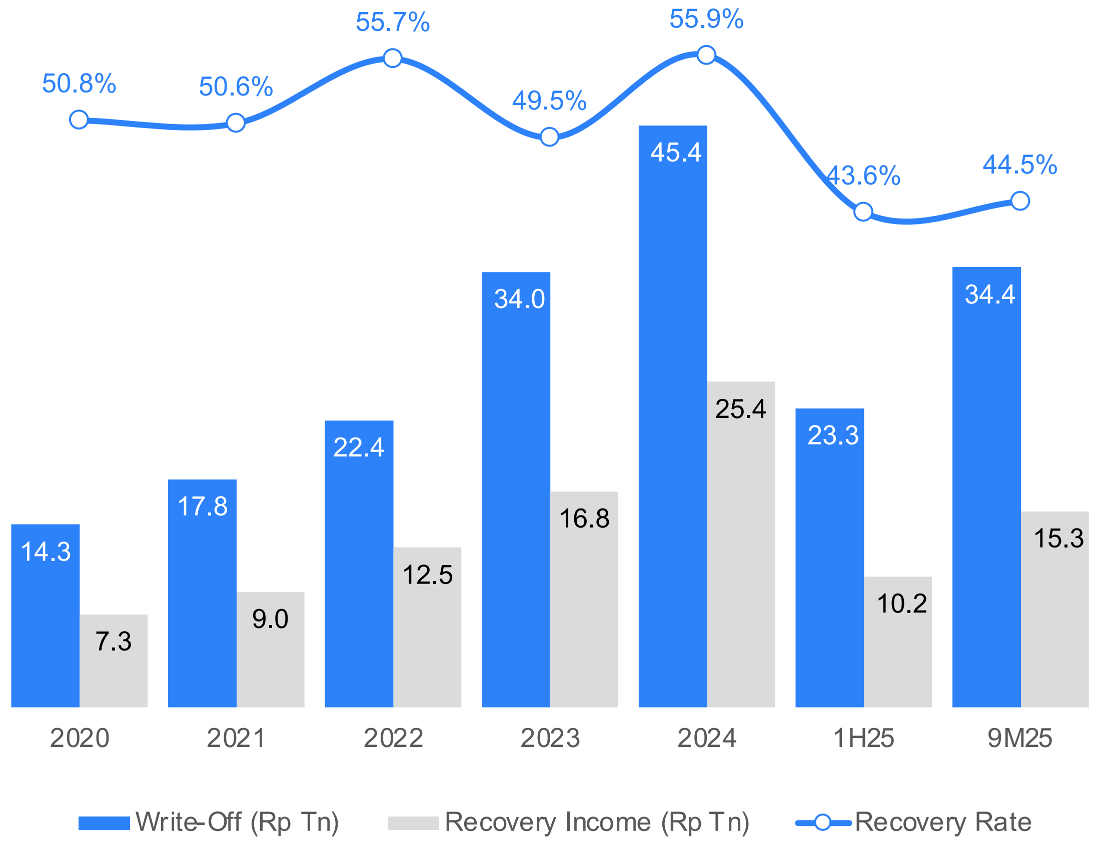
CREDIT COST, WRITE OFF, AND RECOVERY

Net CoC Declined by 29bps QoQ

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.

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ULTRA MICRO &
MICRO BUSINESS

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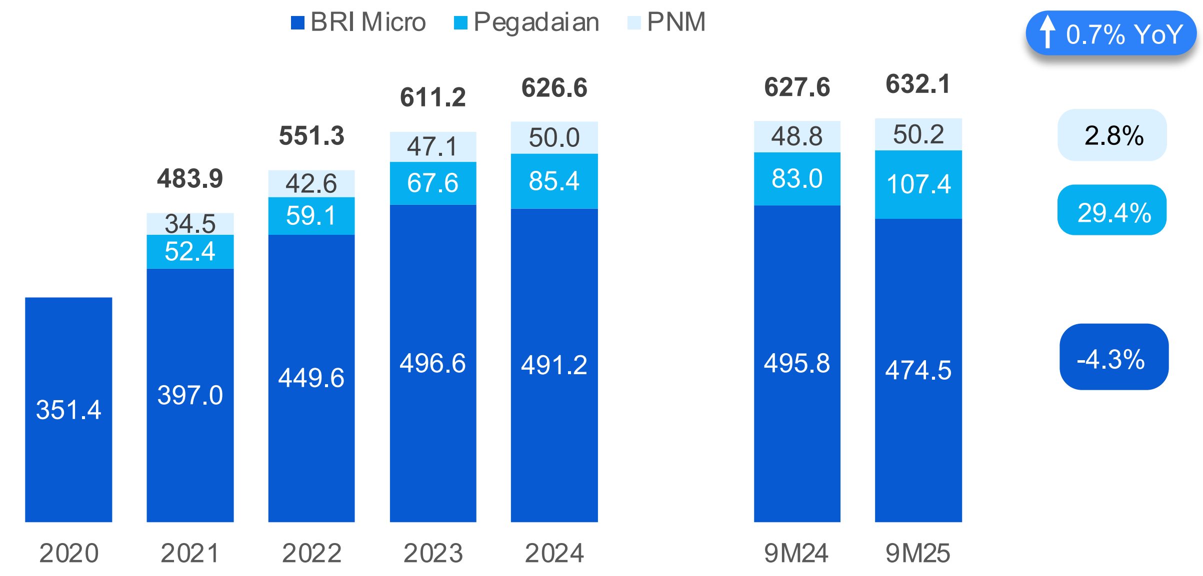
THE ULTRA MICRO ECOSYSTEM

Pegadaian Loans Up 29.4% YoY, Driving UMi Loans to Rp632.1 Trillion

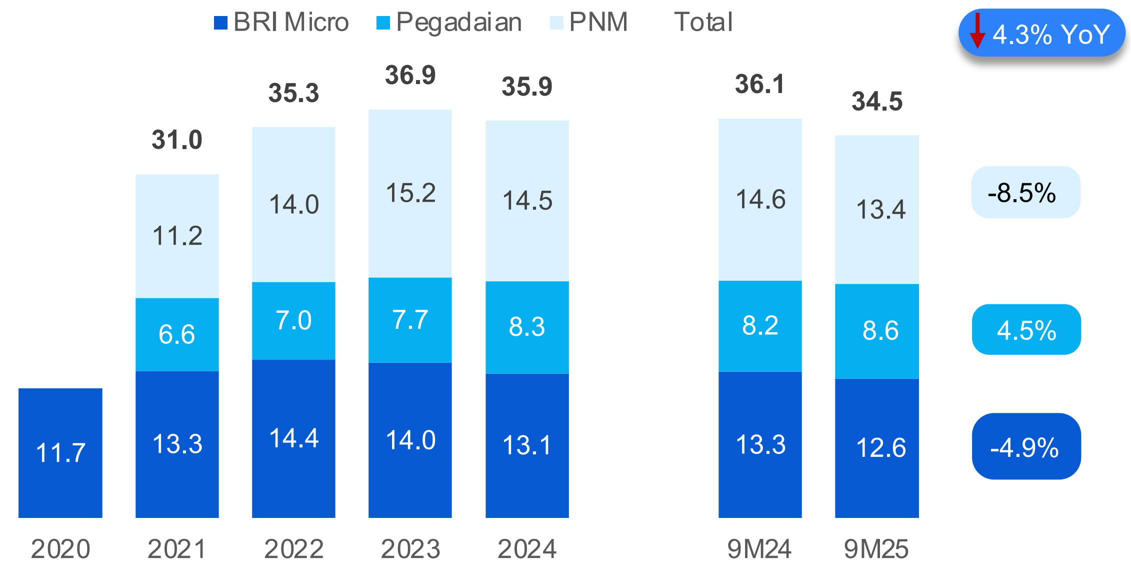
Loan Composition - Outstanding

(Rp Tn)



Borrowers

(in Mn)



Key Ratios

Description	BRI						Pegadaian						PNM					
	2021	2023	9M24	2024	1H25	9M25	2021	2023	9M24	2024	1H25	9M25	2021	2023	9M24	2024	1H25	9M25
Cost of Fund	2.1%	2.9%	3.6%	3.6%	3.4%	3.4%	6.0%	5.9%	6.2%	6.3%	6.3%	6.4%	8.6%	6.8%	6.5%	6.6%	6.3%	6.3%
Credit Cost	3.4%	2.4%	3.3%	3.2%	3.5%	3.3%	1.4%	-0.3%	1.5%	0.7%	1.6%	1.1%	2.0%	5.5%	7.6%	6.5%	4.3%	5.0%
CIR	43.3%	37.7%	37.6%	37.0%	38.5%	38.1%	62.8%	59.4%	50.5%	53.0%	51.0%	52.1%	74.6%	63.4%	59.6%	59.7%	63.8%	68.1%

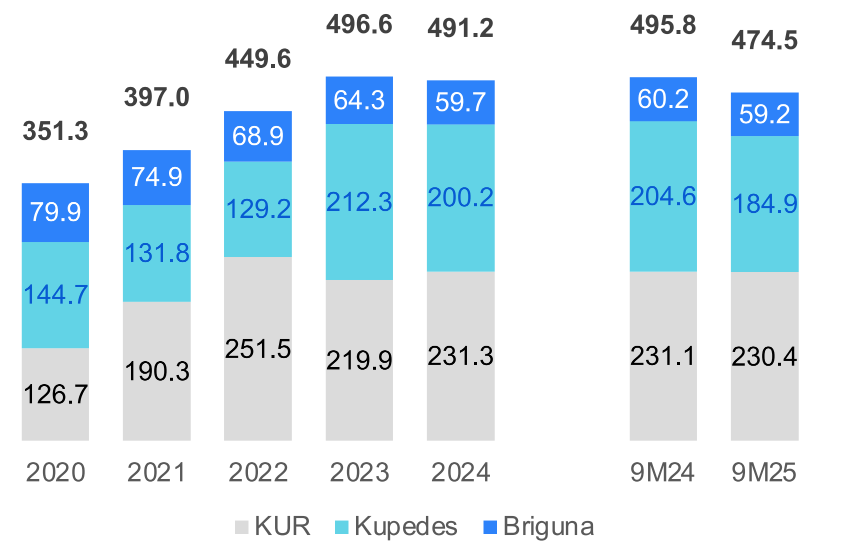
Pegadaian, PNM's Cost Of Fund (COF) calculated by dividing annualized interest expense with average monthly Interest-Bearing Liabilities

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

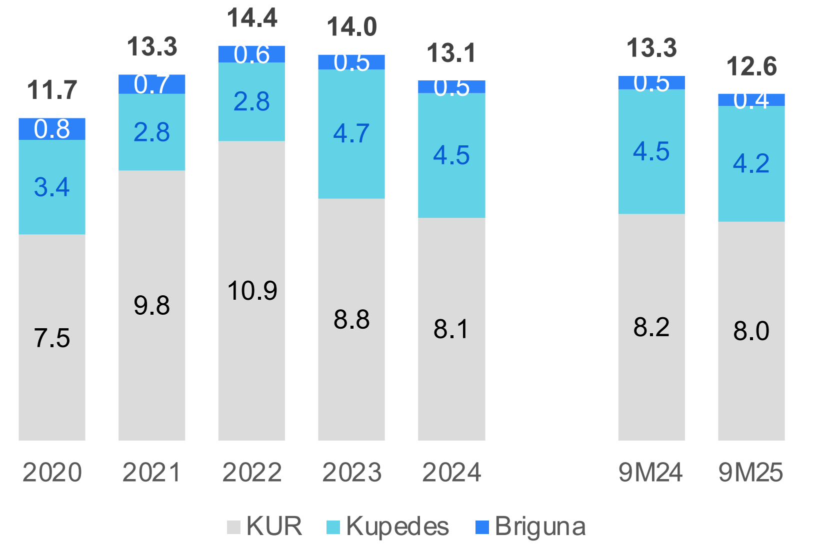
BRI MICRO BUSINESS PERFORMANCE

Asset Quality and Recovery in Focus

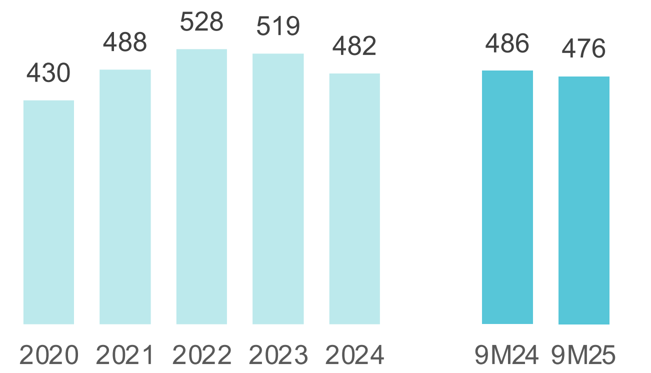
Micro Loan Outstanding (Rp Tn)



Borrowers (in Mn)



Borrowers per Loan Officer



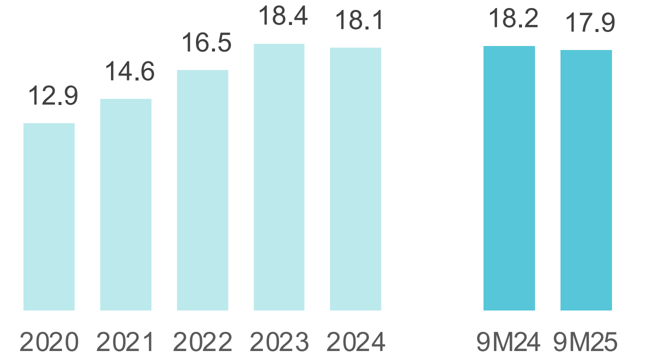
Growth YoY

Product	2020	2021	2022	2023	2024	9M24	9M25
KUR	82.8%	50.1%	32.2%	-12.6%	5.2%	4.3%	-0.3%
Kupedes	-6.8%	-8.9%	-1.9%	64.3%	-5.7%	-5.6%	-9.6%
Briguna	-4.0%	-6.3%	-8.0%	-6.7%	-7.1%	-3.8%	-1.6%
Total	**14.2%**	**13.0%**	**13.3%**	**10.4%**	**-1.1%**	**-1.0%**	**-4.3%**

Growth YoY

Product	2020	2021	2022	2023	2024	9M24	9M25
KUR	31.4%	31.1%	10.8%	-19.1%	-7.9%	-2.9%	-3.2%
Kupedes	-12.8%	-19.5%	2.7%	64.7%	-3.9%	-3.7%	-7.7%
Briguna	-9.8%	-10.1%	-13.6%	-12.6%	-13.2%	-6.4%	-8.9%
Total	**11.4%**	**13.5%**	**7.8%**	**-2.2%**	**-6.7%**	**-3.3%**	**-4.9%**

Loan OS per Loan Officer (in Bn)



**) Bank only numbers*

KUPEDES DISBURSEMENT & QUALITY

Current Standing of Historical Disbursement as of 9M25

(Rp Bn)

	1Q23	2Q23	3Q23	4Q23	FY23	1Q24	2Q24	3Q24	4Q24	FY24	1Q25	2Q25	3Q25	9M25
Disbursement	**59,256**	**46,736**	**50,258**	**45,327**	**201,577**	**37,942**	**28,413**	**28,808**	**30,824**	**125,987**	**30,998**	**27,121**	**25,231**	**83,350**
Write-Off	4,317	2,726	2,500	1,408	**10,950**	969	313	33	-	**1,316**	-	-	-	-
Payment	**46,944**	**34,447**	**35,525**	**29,250**	**146,166**	**23,113**	**16,089**	**14,846**	**11,718**	**65,767**	**9,139**	**2,721**	**1,491**	**13,351**

Historical Disbursement Asset Quality Breakdown & Vintages

(Rp Bn)

	1Q23	2Q23	3Q23	4Q23	FY23	1Q24	2Q24	3Q24	4Q24	FY24	1Q25	2Q25	3Q25	9M25
Remaining Loan OS	**7,995**	**9,563**	**12,233**	**14,670**	**44,460**	**13,859**	**12,011**	**13,928**	**19,106**	**58,904**	**21,859**	**24,400**	**23,741**	**70,000**
SML	1,843	1,926	2,376	2,692	8,837	2,482	1,708	1,978	1,703	7,871	1,230.12	207.09	12.42	1,450
NPL	1,303	1,224	1,556	1,669	5,752	1,576	1,041	740	588	3,946	118.49	16.57	0.04	135
*Total Restructured**	2,069	2,059	2,269	2,413	8,809	1,922	1,116	891	571	4,499	261.09	14.02	0.10	275
Avg. DG to SML (6 MOB)	**5.92%**	**5.45%**	**6.86%**	**6.82%**	**6.26%**	**4.63%**	**3.89%**	**5.55%**	**5.69%**	**4.95%**	**4.57%**	**n.a.**	**n.a.**	**4.57%**

**incl. Current, SML & NPL under restructured*

- Based on vintage analysis of average DG to SML (6 MOB), 2024 Kupedes has better asset quality compared to 2023 Kupedes, albeit we are still monitoring 2024 Kupedes as it has not fully seasoned.

APPENDIX

DIGITAL INITIATIVES

BRIMO
Number Of Users Up 19.4% YoY

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

Highest Rated Mobile Banking Application

4.7 — 10M+ Download, 175K Review

4.7 — 50M+ Download, 2M Review

BRIMO Journey

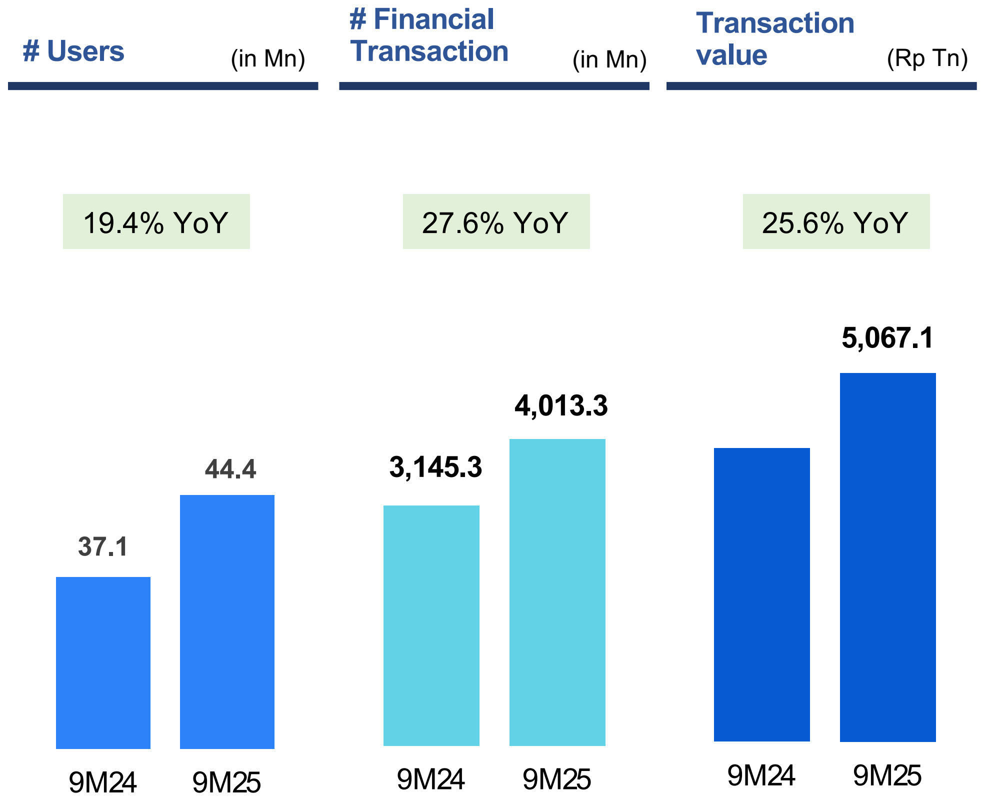
2025
- Debit Card Activation
- Loan on App Credit Card
- Gold Installment
- NFC Payment
- Split Bill
- Event Ticket Sales
- Ship Ticket Sales

2024
- Gold Investment
- Multi-currency Card
- Gold Saving & Gold Recap
- Travel Flight, Groceries and Logistic
- BRImo 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

Performance Supported by Significant Double-Digit Growth



QLOLA
An Integrated Corporate Solution Platform to Access Various BRI Products and Services with a Single Sign On

Collection
- Receivable Auto Debit
- BRIVA

Employee Benefit
- Payroll Payment Systems
- DPLK

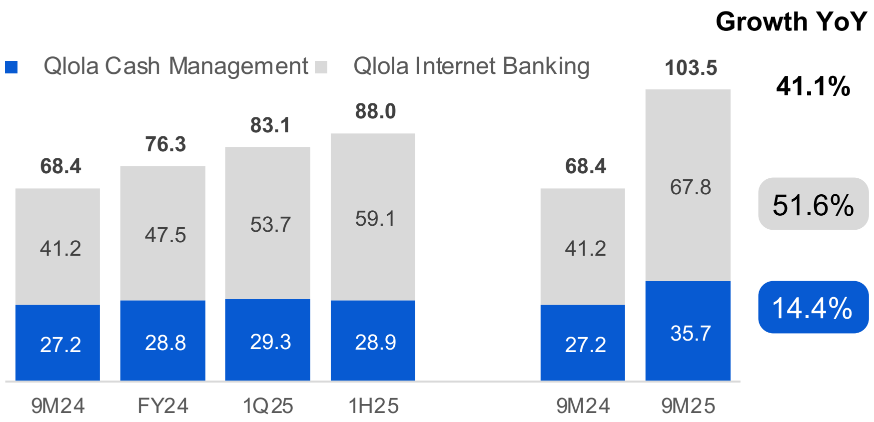
Liquidity Management
- Cash Pooling
- Notional Pooling
- Financial Dashboard

Treasury
- Foreign Exchange
- Term Deposit

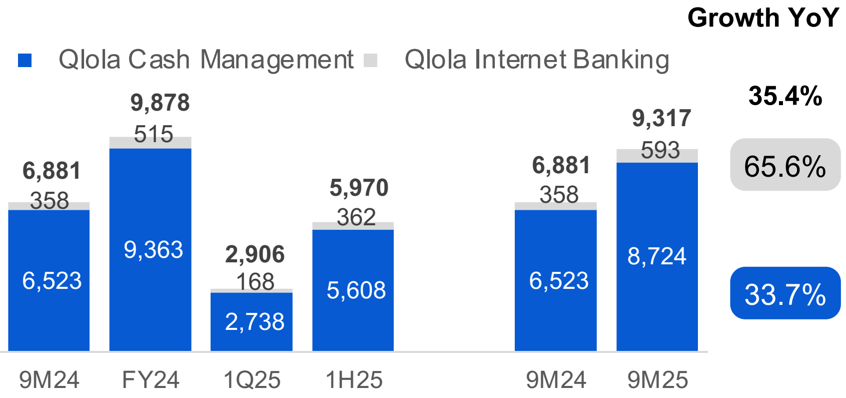
Payments
- Domestic and Cross-Border Transaction (IFT, BI-fast, CN, RTGS, Swift)
- Payroll
- Cash Card
- Tax & Billing Payment

Trade Finance
- Trade Finance Services
- Supply Chain Financing
- Bank Guarantee
- Remittance Tracker

Active Users
(In thousands)

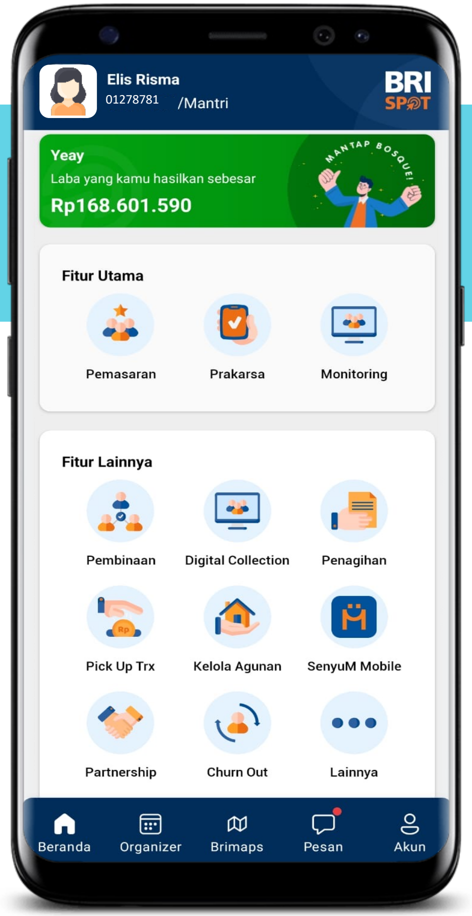


Sales Volume
(In Rp trillion)



BRISPOT

Catalyst for seamless synergy, driving growth through integrated credit and non-credit digitalization, with a sharp focus on data-driven quality



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

+89K 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)
- BRILink partnership
- Schedule Partnership
- Merchant Acquisition
- Bancassurance, BRIFINE Acquisition
- Cross RM Referral

Leadership Empowerment

- Performance Dashboard (MIS)
- KPI Visibility
- Productivity Monitoring
- Activity Monitoring
- Profit & Loss Portfolio
- Early Warning System
- Leader as Marketer
- Ecosystem Management

Strengthen Risk Control

- Loan Collection
- Today's Payment
- Loan Remedial & Recovery
- Fraud Detection System
- Credit Restructuring
- Credit Scoring
- Collateral Management

Boost Productivity & Unleash the Potential

Digitalization

Before	After
Double work	All in one go
Variative financial assessment	Standardized template
No cross-selling module	Build-in cross-sell module

Automation

Before	After
Manual prescreening	Automatic prescreening
Manual disbursement	Automatic disbursement
Manual reminder by loan officer	SMS & email notifications

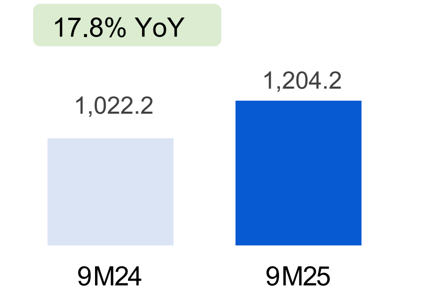
Simplification

Before	After
Paper based loan application	Paperless loan application
Manual mapping	Geo-tagging technology
Approval process in 20 days	Less in 1 day

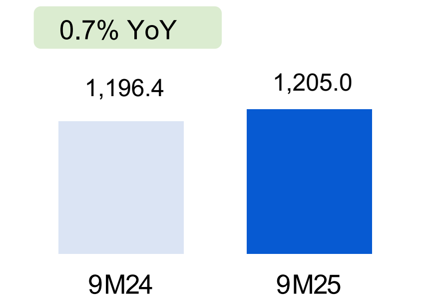
BRILINK AGENT

Redefining Agent's Roles to Provide Access to Financing

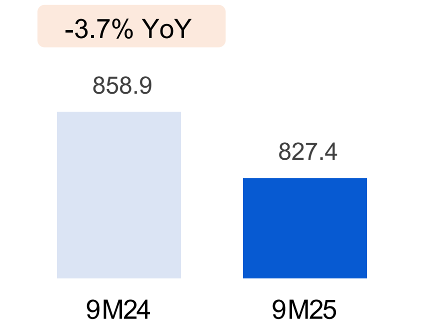
 # Agents (In Thousand)



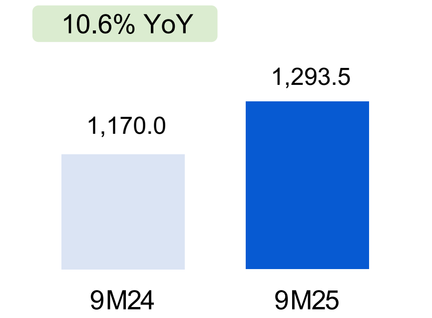
Fee Income (Rp Bn)



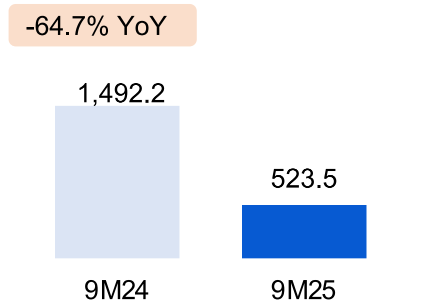
 # Transactions (In Mn)



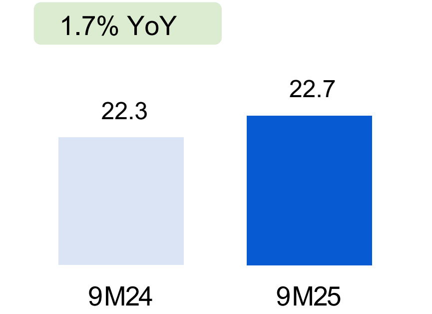
Transaction Value (Rp Tn)



Loan Referrals (In Thousand)



CASA (Rp Tn)



SERVICES

SERVICES PROVIDED

STRATEGY

Danantara Indonesia

130 | BRI

SUSTAINABILITY INITIATIVES

BRI's Journey Toward World-Class Sustainable Banking Group

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

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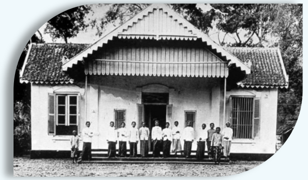


1895: Founded during the colonial era to protect local communities from loan sharks, supported by a mosque fund

S **1985 – 1986:** 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 100 million **Sustainability Linked Loan**

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

Q3 2025

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

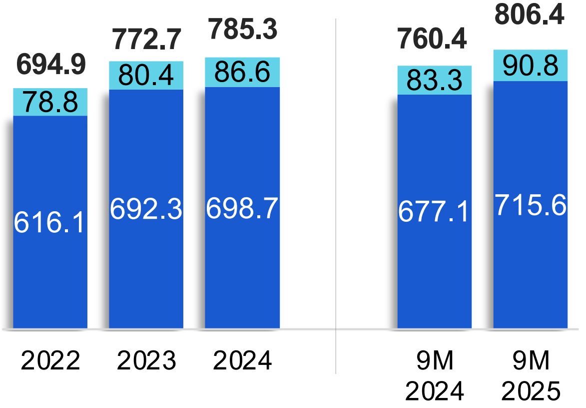
S&P Global	SUSTAINALYTICS	MSCI
75 /100 (9M 2025)	**Low** Risk (2025)	**A** (2025)

Sustainable Financing and Funding

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

SUSTAINABLE LOANS PORTFOLIO*

*As of 9M 2025, **sustainable loans** accounted for **63% of BRI’s total loan portfolio***



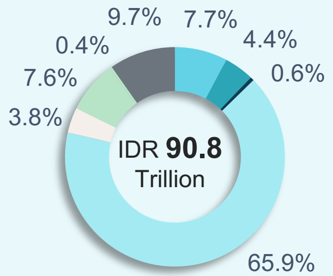
*) Based on the Categories of Sustainable Business Activities as stipulated in POJK No. 18/2023

Sustainable Loans Products

- Sustainability-linked Loan
- Green Mortgage
- Subsidized Mortgage

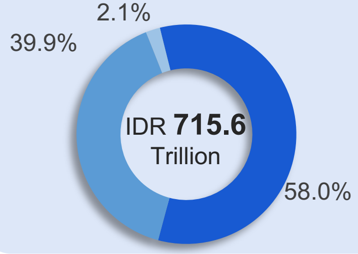
Green Loans breakdown

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



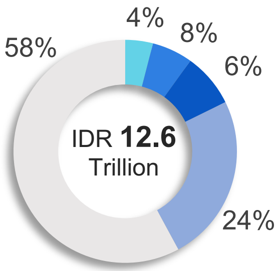
Social Loans breakdown

*Social Loans account for **56%** of BRI’s total loan portfolio.*



SUSTAINABLE INVESTMENTS PORTFOLIO

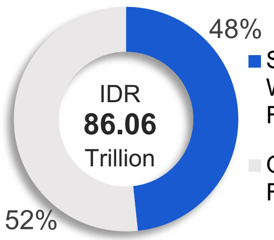
*As of 9M 2025, **sustainable investments** represented **42% of BRI’s corporate bond portfolio**, consisting of Green, Social, Sustainability, and other sustainability-related bonds.*



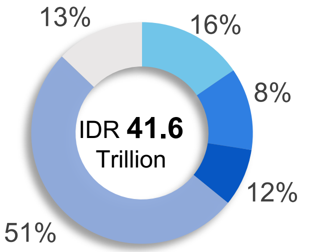
**) Conventional bonds issued by institutions whose core business supports sustainable and inclusive development*

SUSTAINABLE WHOLESALE FUNDING

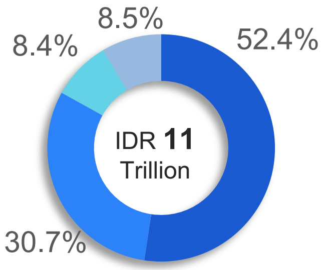
Sustainable Wholesale Funding Portfolio *(9M 2025)*



Sustainable Wholesale Funding Composition *(9M 2025)*



GREEN BONDS IMPACTS



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

Sustainable Projects	Impacts
Renewable Energy	• Green energy produced **4,472 GWh/year** • Avoided emission **2,890,773 Ton CO2eq/year**
Sustainable Land Use	8 clients are **RSPO/ISPO certified**
Employee Generation	**+10,000 MSME jobs created** from Kupedes disbursement
Socioeconomic advancement and empowerment	**+11,000 feasible but unbankable Micro business** supported from KUR disbursement

Sectoral Policies and Climate Targets

Negative List and Sectoral Decarbonization Approach

BRI NEGATIVE LIST LOAN POLICY

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

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

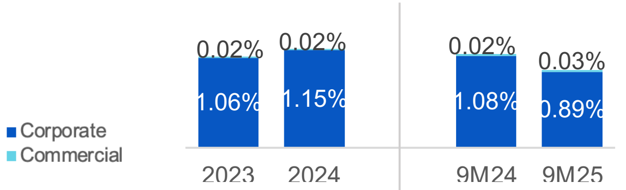
BRI GENERAL SUB SECTOR LOAN POLICY

- **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.

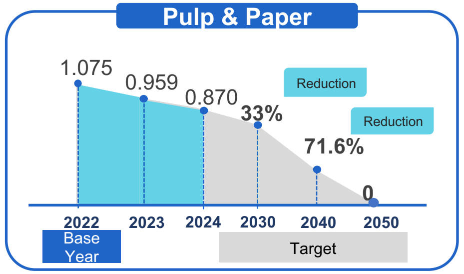
SECTOR	LOAN PORTFOLIO	SECTORAL LOAN POLICY	METRIC & TARGET

Pulp and Paper

Percentage to Total: 1.08% (2023), 1.17% (2024), 1.10% (9M24), 0.92% (9M25)



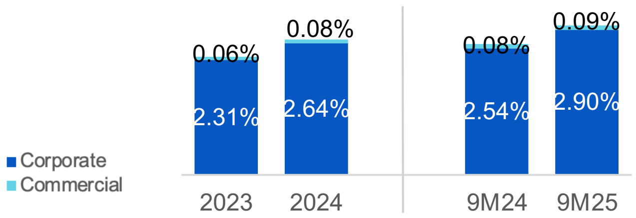
- **NDPE** compliant: No Deforestation, No Peat, No Exploitation
- Compliance with SVLK **(Timber Legality Verification System)**
- Optional **supporting documents**: HCV or HCS Assessment/ Green Industry Certification/ Forest Stewardship Council/ Indonesian Forestry Certification Cooperation



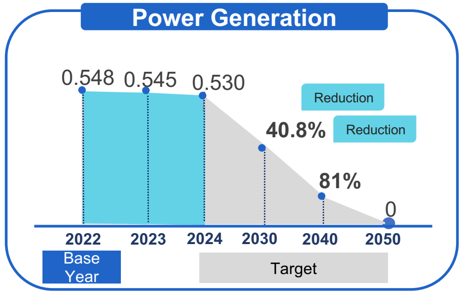
(Unit metric ton CO_2e/metric tons of paper and pulp produced)

Power Generation

Percentage to Total: 2.37% (2023), 2.72% (2024), 2.62% (9M24), 2.99% (9M25)



- **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)

Sectoral Policies and Climate Targets
Temperature Rating Approach

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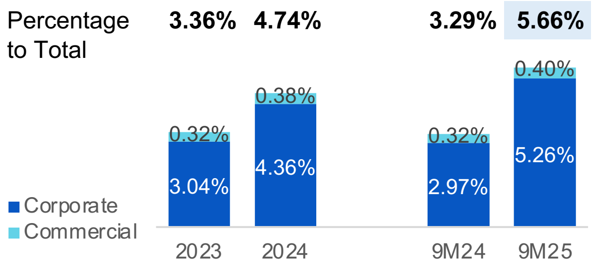
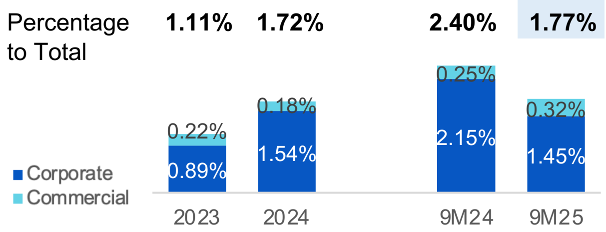
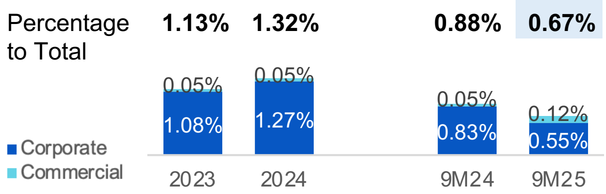
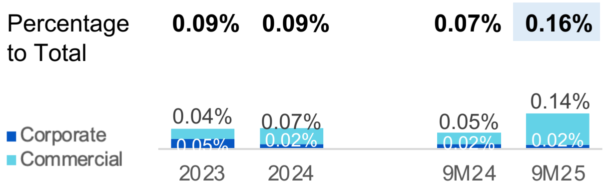
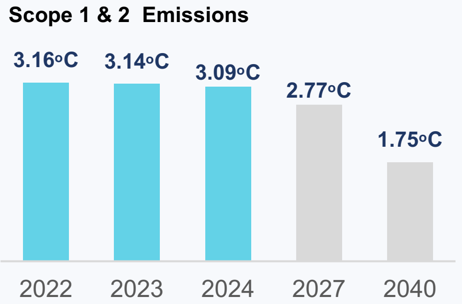
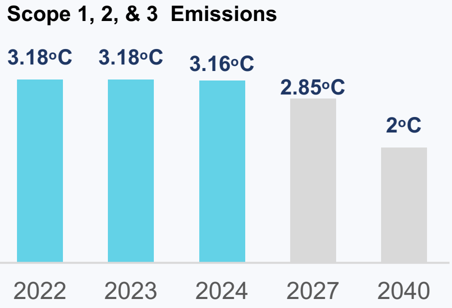
SECTOR	LOAN PORTFOLIO	SECTORAL LOAN POLICY
Palm Oil		**NDPE** compliant: No Deforestation, No Peat, No Exploitation **ISPO/RSPO** certified or in certification process. Minimum **20% plasma plantation** area developed with local communities.
Oil & Gas		**Energy transition roadmap** and energy management compliance (> 6,000 Ton Oil Equivalent) **Not prioritizing new customer** expansion in the **Unconventional Oil and Gas sub-sector.**
Coal		**Energy transition roadmap** and energy management compliance (> 6,000 Ton Oil Equivalent) **Mine closure and reclamation plan** in compliance with regulations.
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

METRIC & TARGET

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



Annual Reduction Rate: 0.0783 °C/year



Annual Reduction Rate: 0.0656 °C/year

Advancing Inclusive Growth through Financial Inclusion

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

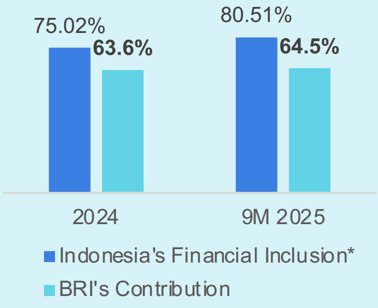
BRI is committed to providing access to customer-centric and affordable financial products & services to unserved and underserved groups

ACCESS

Expanding **financial inclusion** by ensuring accessible and affordable services for all.

Driving Financial Inclusion

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



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

Nationwide Service Points

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

- **7,405** BRI Outlets
- **688,046** Electronic channels
- **1.2 million** BRILink Agents
- **44.4 million** Users

9M 2025

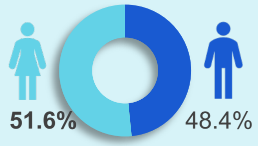
Inclusive Customer Base

BRI serves diverse customers, reflecting its inclusive financial access.

9M 2025

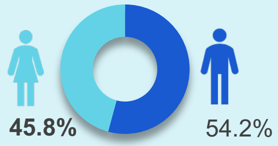
Saving Account Holders

by Gender



Micro Borrowers *9M 2025*

by Gender



USAGE

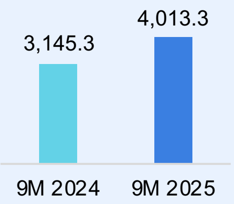
Advancing **financial literacy** and active financial participation.

Multi-Channel Transaction

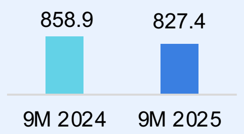
Transactions are carried out through various channel points

Transaction (in Million)

BRImo



AgenBRILink

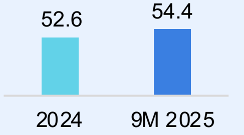


Microfinance Usage

Usage shows active financial participation through productive micro loans and protective micro insurance

Micro Lending

Avg Micro Loan Size (in Rp Mn)



Micro Insurance

- Life insurance **10.2 Mn policies**
- Home insurance **7.7 Mn policies**
- Property insurance **5.6 Mn policies**

QUALITY

Enhancing **financial resilience** through empowerment programs

Building Quality through Empowerment

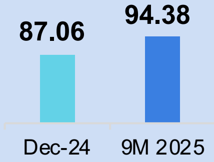
BRI enhances inclusion quality by empowering communities and MSMEs *9M 2025*

desa brilian	Empowering villages to build sustainable local enterprises.	**4,909** BRILiaN Villages
linkumkm	Strengthening micro-communities through collaborative business clusters.	**13.6 Million** MSME Users
klasterku hidupku	Supporting MSMEs with training, consultation, and digital business tools.	**41,715** Business Clusters

Fair Banking Practices

- Fair marketing policy
- Responsible Debt Collection
- Customer's Data privacy management
- Loan calculation to avoid over-indebtedness

Customer Satisfaction



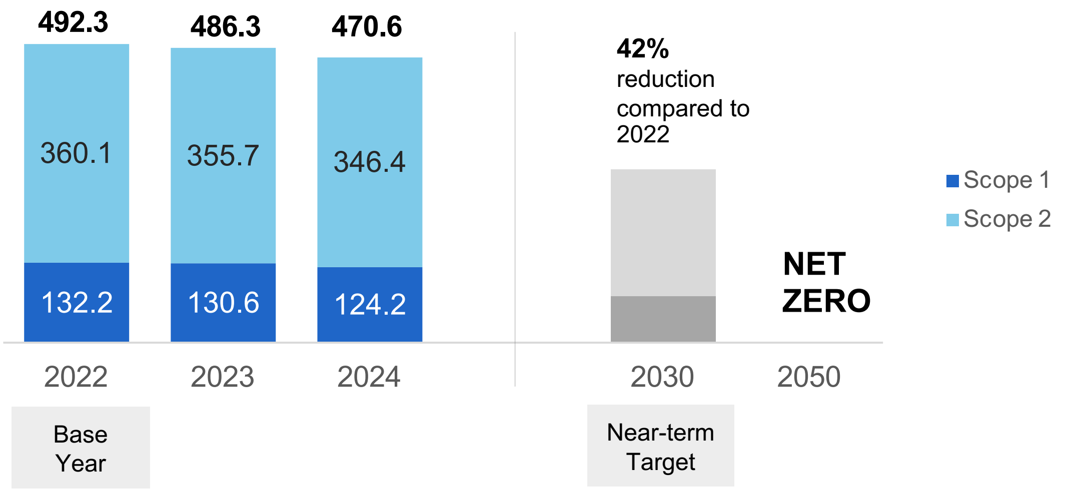
Sustainable Operations & Community Empowerment

Driving Green Network and Community Empowerment to Create Positive Change

OPERATIONAL EMISSIONS: TARGET, PROGRESS & INITIATIVES

Operational Emissions Target & Progress

($ktCO_2e$)



Environmental Initiatives to Reduce Operational Impact

Solar Energy System

Installed **Solar Panels in 143 offices**

Eco-Friendly Vehicles

Replaced **796** operational vehicles to **eco-friendly units**

Zero Waste to Landfill Program

BRI ensures proper waste management to reduce climate impact. Total **444.5 tonCO2e** of emission avoided in 9M2025

BRI PEDULI FLAGSHIP PROGRAMS

9M2025

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

57.7Tn Waste Collected

346.54 $tonCO_2e$ 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)

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Strong Governance & People Management

Strengthening Governance, Ethical Practices, Cybersecurity & Employee Management

BOARD GOVERNANCE *9M2025*

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.

Long-term Incentive Plan for the Members of Board of Management

BRI offers a 3-year performance-based share/cash bonus (LTI) to Board members, tied to ROE, NPLs, and total shareholder return.

OUR PEOPLE SNAPSHOT *9M2025*

Women in the Workforce
83,364 employees
42.5% / 57.5%

Women in Leadership (Junior, Middle & Top Management)
4,461 leaders
25.5% / 74.5%

New Hire
4,355 new employees
61.7% / 38.3%

Women in STEM
1,173 employees
24.9% / 75.1%

Women in Revenue Generating Function
37,059 employees
30.0% / 70.0%

Employees with Disability
58 employees
38.6% / 61.4%

Average Learning Hours (9M2025)
49 hours / 52 hours

BRILiaN Leader Retirement Program
526 employees
39.9% / 60.1%

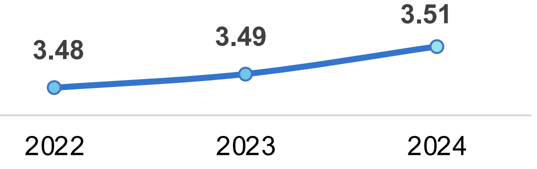
Turn Over Rate
1.4% / 1.0%

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.



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Embedding Sustainability into Business and Risk Practices

Advancing Sustainable Growth through Robust Frameworks and Responsible Business Practices

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SUSTAINABILITY STRATEGY

World-Class Sustainable Banking Group
Focusing on Environmental, Social, and Governance Dimensions

Stakeholder Empowerment	Adaptive Portfolio Management	Responsible Business & Operations
❑ Customer Empowerment ❑ Employee Empowerment ❑ Community Empowerment	❑ Sustainable Finance ❑ Climate Risk ❑ Green Banking	❑ Corporate Governance ❑ Business Ethics ❑ Risk & Cybersecurity ❑ Green Network
1 No Poverty, 5 Gender Equality, 8 Decent Work and Economic Growth, 10 Reduced Inequalities	7 Affordable and Clean Energy, 13 Climate Action, 15 Life on Land	12 Responsible Consumption and Production, 16 Peace, Justice and Strong Institutions

BRI ESG RATINGS

S&P Global ©S&P Global 2025.
PT Bank Rakyat Indonesia (Persero) Tbk
Banks
Sustainability Yearbook Member
Corporate Sustainability Assessment (CSA) 2024
75/100 | Score date February 5, 2025 | For terms of use, visit www.spglobal.com/yearbook.

75 /100

Sustainability Yearbook Member for 3 consecutive years (2023 – 2025)

SUSTAINALYTICS

Low ESG Risk

MSCI

A Rating

AWARDS

KEHATI

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

The Asset Triple A Awards for Sustainable Finance 2025
1. Best Issuer for Sustainable Finance
2. Best Social Loan

investortrust

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

GLOBAL SIGNATORIES

United Nations Global Compact

Partnership for Carbon Accounting Financials

Science-Based Target Initiatives

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

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ULTRA MICRO ECOSYSTEM

ULTRA MICRO & MICRO ECOSYSTEM

Quantifying the opportunity and the network's multiple access points

Access to comprehensive Ultra Micro & Micro Financing Products

- **Group Lending (PNM Mekaar):** Rp45.2 Tn (2.8% YoY), 13.3 Mn borrowers (-8.5% YoY)
- **Pawn Lending (Pegadaian):** Rp95.7 Tn (37.4% YoY), 8.1 Mn borrowers (7.0% YoY)
- **Micro Loans Across Each UMi Business:**
  a) BRI Micro Loan: Rp474.5Tn (-4.3% YoY), 12.6 Mn borrowers (-4.6% YoY)
  b) PNM Ulamm: Rp3.2 Tn (-7.8% YoY), 62.6K borrowers (-11.2% YoY)
  c) Pegadaian (Non-Pawn Lending): Rp11.3 Tn (-15.3% YoY), +440k borrowers (-27.4% YoY)

+34.5mn (-4.3% YoY) UMi & Micro Borrowers

+185mn Micro Deposit Accounts

Comprehensive Savings and Beyond Banking Products

- **Micro CASA: Rp321.0 (+0.6% YoY)**
- **Micro Insurance (Life/ Health, House & Property): 23.5 Mn insurance policies (-1.5% YoY)**
  - **Life/ Health**: 10.2 Mn policies (+0.3% YoY)
  - **House:** 7.7 Mn policies (-0.6% YoY)
  - **Property:** 5.6 Mn policies (-5.8% YoY)
- **Gold Savings & Investment: 3.8 Mn customers & 13.725 kg gold OS (66.9% YoY)**
- **Mobile Banking (BRImo): 42.7 Mn users (19.4% YoY)**

Wider Points of Access

Physical Outlets
+15.1K units (-1.9% YoY)
(BRI Micro Outlets +6.4K (-4.2% YoY); Pegadaian +4.1 (+0.1% YoY); PNM +4,650 (-0.3% YoY)

Co-Location (Senyum Outlets)
1,035 units (0.1% YoY)

BRILink Agents
+1.2 Mn Agents (17.8% YoY)

BRI E-Channels
+687.3k units
(-4.8% YoY)

Financial Advisors
+78.9K (+6.4% YoY)
(BRI +26.5K (-2.8% YoY); Pegadaian +7.8K (+85.9% YoY); PNM +44.8K (+4.6% YoY)

FOCUSED GROWTH ON THE ULTRA MICRO & MICRO SEGMENTS

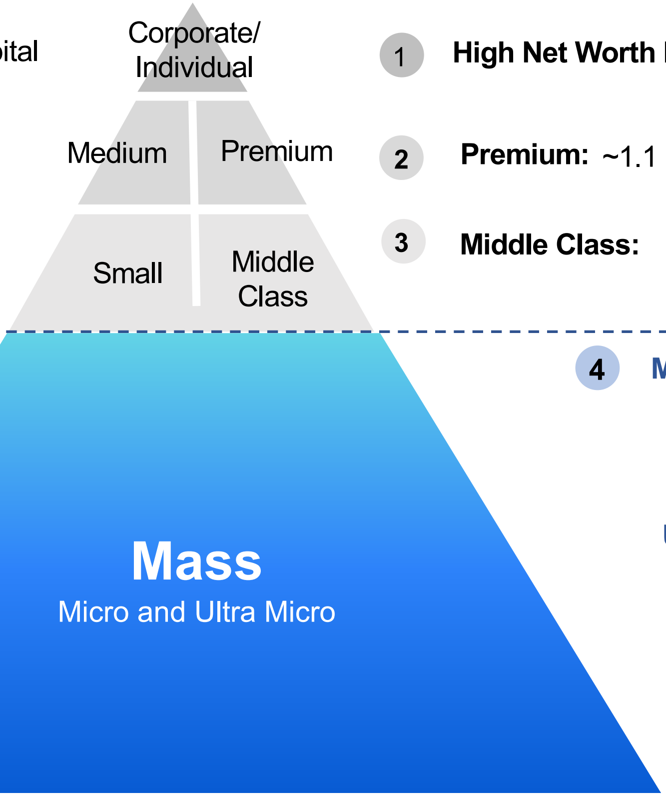
Well-positioned To Serve The Growing Financing Needs of the Segment

National Posture of Indonesian Enterprises and Individuals

1 **Corporation:** ~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



1 **High Net Worth Individual:** ~129k people with assets of >Rp500 Bn

2 **Premium:** ~1.1 Mn people with assets of >Rp500 Mn

3 **Middle Class:** ~90 Mn people with assets of Rp50 Mn – Rp500 Mn

4 Micro & Ultra Micro

- ~67 Mn businesses, incld. ~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 Pegadaian PNM

BRI Micro & Ultra Micro Comprehensive Business

Large Customer Base

+34.5 Mn Borrowers (+12.6 Mn BRI, +13.4 Mn PNM, +8.5 Mn Pegadaian borrowers)

Extensive Banking Channels

- **6,368** BRI Micro Outlets
- **4,076** Pegadaian Outlets
- **4,650** 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)

Source: Ministry of Coorperatives and SMEs's published data (2021) and BRI's public filings

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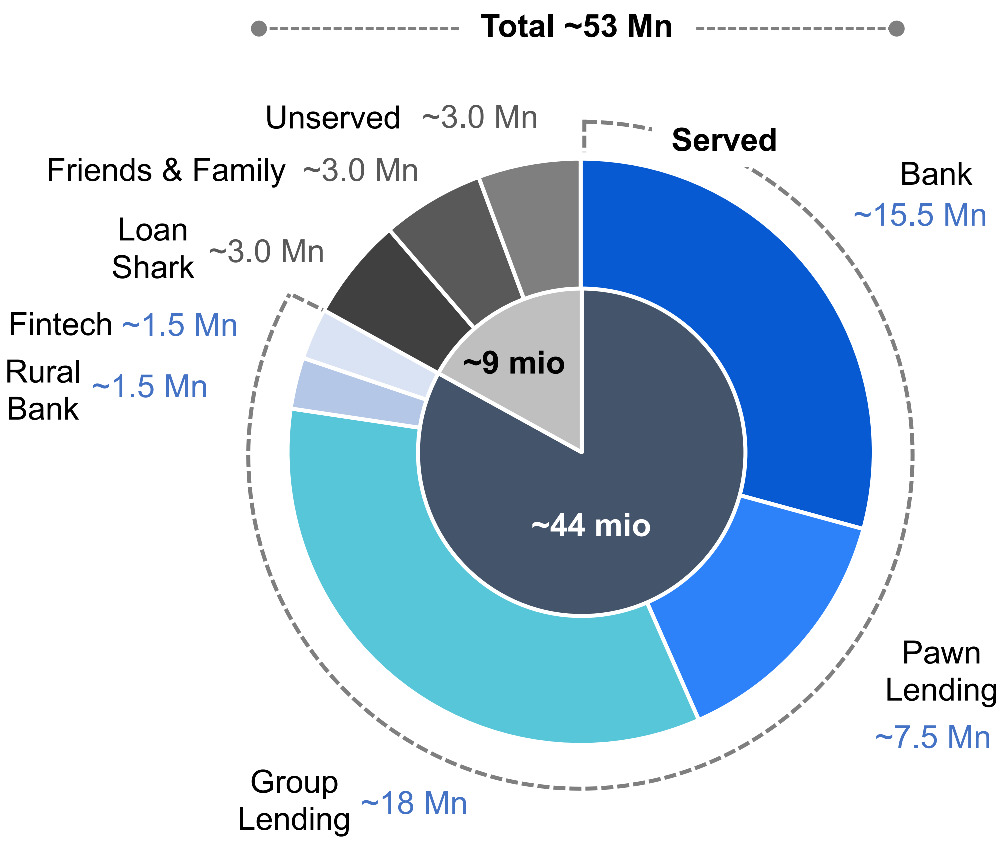
THE ESTABLISHMENT OF ULTRA MICRO ECOSYSTEM

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

130 | BRI

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

(# Ultra Micro Business)



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

Entities

BRI: Market leader in micro banking, serving **~13mn micro borrowers and ~100mn micro depositors**

Pegadaian: Market leader in pawn lending, serving **~6mn borrowers**

PNM: Market leader in group lending, serving and empowering **~10mn borrowers**

1. EMPOWER

PNM will empower the unfeasible and unbanked Ultra Micro customers to become independent entrepreneurs

PNM

2. INTEGRATE

Through their increased capabilities and wider product offerings, Pegadaian and BRI UMi will serve the individual lending needs of the graduating PNM customers who have become feasible and banked

Pegadaian BRI

3. UPGRADE

As the Ultra Micro customers mature, they will be upgraded to micro segment

BRI

Benefits

Economic: Increasing entity's valuation and hence shareholder's value

Social: Improve living standards and reduce financing costs for UMI customers

Sustainable: Contribute to financial literacy and social inclusion for all Indonesians

Value Propositions

1. Comprehensive Financing Product Offering
2. Joint Customer Acquisition
3. Wider Customer Point of Access Through Co-Location
4. Access to Micro Payment Ecosystem & Beyond Banking Products
5. Data Analytics
6. Empowerment & Increasing Capabilities

Source: Company, as of 2023

PT. PERMODALAN NASIONAL MADANI
Leading Women's Group Lender in Indonesia

PNM
Permodalan Nasional Madani

Balance Sheet Highlight

(Rp Bn)

	3Q24	3Q25	9M24	9M25	g YoY
Total Assets	54,494	55,716	54,494	55,716	2.2%
Loan Outstanding	48,809	50,188	48,809	50,188	2.8%
Total Liability	44,452	44,078	44,452	44,078	-0.8%
Total Equity	10,042	11,637	10,042	11,637	15.9%

Income Statement Highlight

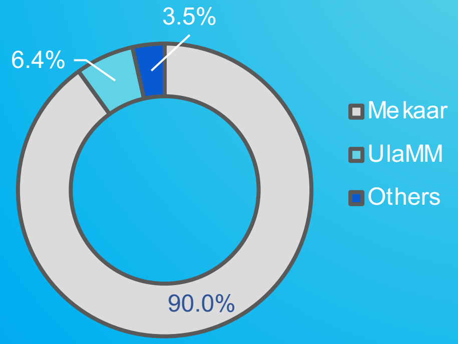
(Rp Bn)

	3Q24	3Q25	9M24	9M25	g YoY
Net Interest Income	3,699	3,658	10,002	10,430	4.3%
Other Opr. Income	26	97	182	240	31.8%
Overhead Cost	2,186	2,859	6,066	7,257	19.6%
Net Income After Tax	155	211	986	1,097	11.3%

Key Ratios

	3Q24	3Q25	9M24	9M25	g YoY
NIM	29.4%	28.4%	26.6%	26.6%	0.0%
COF	6.6%	6.3%	6.5%	6.3%	-0.2%
COC	10.7%	6.3%	7.6%	5.0%	-2.6%
CIR	58.7%	76.1%	59.6%	68.0%	8.5%

Loan Composition
As of 9M25



Products & Services

Mekaar group lending for female borrowers
ULaMM Micro lending

Extensive Network & Sales Force

Extensive network with +4,650 outlets across Indonesia

Strong sales force with +44,770 account officers

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PT. PEGADAIAN
Increasing Gold Price is Driving Strong Growth

Balance Sheet Highlight
(Rp Bn)

	3Q24	3Q25	9M24	9M25	g YoY
Total Assets	100,284	129,240	100,284	129,240	28.9%
Loan Outstanding	82,990	107,384	82,990	107,384	29.4%
Total Liability	65,660	90,328	65,660	90,328	37.6%
Total Equity	34,624	38,905	34,624	38,905	12.4%

Income Statement Highlight
(Rp Bn)

	3Q24	3Q25	9M24	9M25	g YoY
Net Interest Income	3,918	5,222	11,390	14,621	28.4%
Other Opr. Income	709	1,054	1,755	3,047	73.7%
Overhead Cost	2,189	3,286	6,644	9,116	37.2%
Net Income After Tax	1,539	2,098	4,444	5,674	27.7%

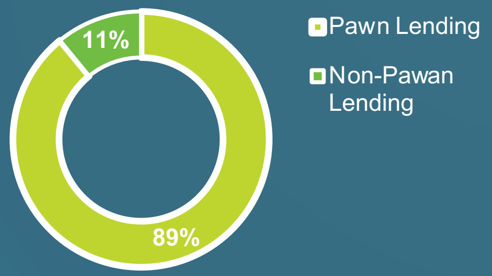
Key Ratios

	3Q24	3Q25	9M24	9M25	g YoY
NIM	19.2%	19.9%	20.1%	19.8%	-0.3%
COF	6.5%	6.6%	6.2%	6.4%	0.2%
COC	2.1%	1.1%	1.3%	1.6%	0.3%
CIR	47.3%	52.4%	50.5%	51.6%	1.1%

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

Loan Composition
As of 9M25



Products & Services

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

Extensive Network & Sales Force

- +3,300 sales force
- + 4,076 Outlets
- +8.5 Mn Active Borrowers
- **Gold Savings** +4.1 Mn Active Cust. With +14.2 Tons of gold outstanding

Bullion Banking

1.57tons Gold Deposits	**628**bn Gold Working Capital Loan
3.1tons Gold Custodian	**6.4**tons Gold Trading

3Q25

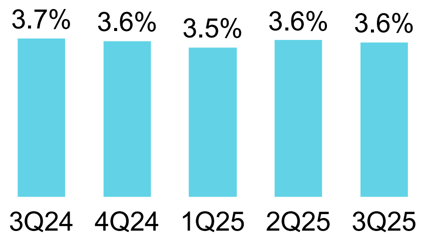
CONSOLIDATED FINANCIAL UPDATE

QUARTER ON QUARTER HIGHLIGHTS

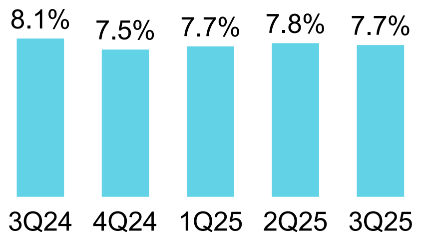
Incremental QoQ improvement in profitability, driven by steady core earnings

Key Ratios (Consolidated)

CoIBL (-0.1% QoQ)

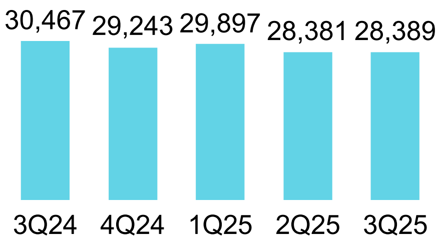


NIM (-0.1% QoQ)



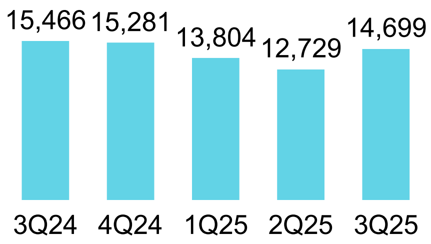
PPOP (+0.03% QoQ)

(Rp Bn)

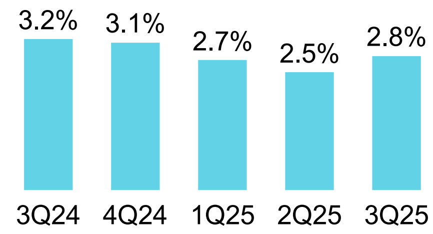


Net Profit (+15.5% QoQ)

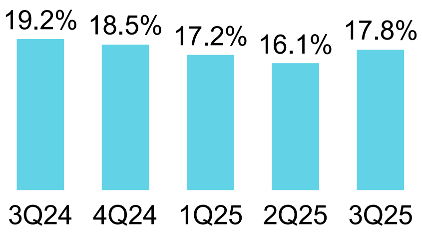
(Rp Bn)



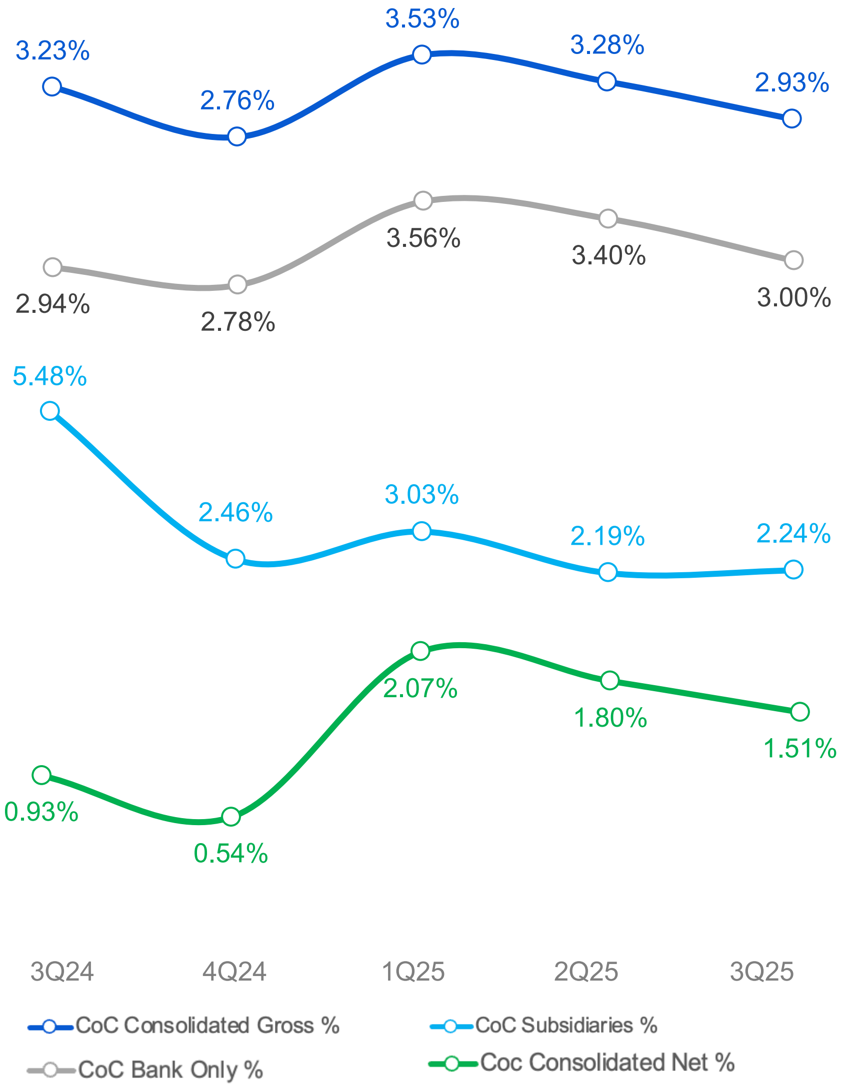
ROA AT (+0.3% QoQ)



ROE (+1.6% QoQ)



Quarterly Cost of Credit Consolidated vs Bank Only



- PPOP increased 0.02% QoQ in 3Q25, driven by NII that increased 5.9% QoQ and manageable cost of third-party fund that decreased by 6bps QoQ and manageable Opex growth
- Overall Profitability metrics increased QoQ, ROA, and ROE increased QoQ by 33bps and 160bps, respectively. NIM declined QoQ, driven by Corporate Modification Loss reversal impact at 2Q25. Net Profit increased 15.5% QoQ.
- The Consolidated net CoC declined by 29bps QoQ, as credit costs trended downward toward guidance nearing end of FY25.

** 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*

KEY FINANCIAL HIGHLIGHTS

15.5% QoQ Net Profit Growth Driven by Resilient Core Earnings and Cost Discipline

Description	Consolidated						
	9M25	9M24	3Q25	2Q25	3Q24	g QoQ	g YoY
Total Loan & Financing (Rp Bn)	1,438,109	1,353,356	1,438,109	1,416,619	1,353,356	1.5%	6.3%
Micro/ Total Loans	44.0%	46.4%	44.0%	44.7%	46.4%	-0.6%	-2.4%
NIM	7.7%	7.9%	7.7%	7.8%	8.1%	-0.1%	-0.2%
Pre-Provision Operating Profit (Rp Bn)	86,668	87,510	28,389	28,381	30,467	0.0%	-1.0%
Total CAR	25.4%	26.8%	25.4%	25.0%	26.8%	0.4%	-1.3%
CASA %	67.6%	64.2%	67.6%	65.5%	64.2%	2.1%	3.5%
Cost to Income Ratio (CIR)	42.8%	41.4%	44.6%	43.2%	41.9%	1.4%	1.4%
NPL (Gross)	3.1%	2.9%	3.1%	3.0%	2.9%	0.0%	0.2%
Credit Cost	3.2%	3.4%	2.9%	3.3%	3.2%	-0.3%	-0.2%
Net Credit Cost	*1.8%*	*1.6%*	*1.5%*	*1.8%*	*0.9%*		
ROA After Tax	2.7%	3.1%	2.8%	2.5%	3.1%	0.3%	-0.4%
ROE B/S	17.0%	19.2%	17.7%	16.1%	19.2%	1.6%	-2.2%
Leverage	6.3	6.0	6.3	6.5	6.0	-0.2	0.3
Net Profit (Rp Bn)	41,232	45,362	14,699	12,729	15,466	15.5%	-9.1%
PATMI (Rp Bn)	40,779	45,065	14,502	12,603	15,363	15.1%	-9.5%

** 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*

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BRI

3Q25
BANK ONLY PERFORMANCE

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FINANCIAL HIGHLIGHT – BANK ONLY

130 BRI

Description	Bank Only						
	9M25	9M24	3Q25	2Q25	3Q24	g QoQ	g YoY
Total Loan (Rp Bn)	1,277,916	1,216,403	1,277,916	1,262,330	1,216,403	1.23%	5.06%
Micro/ Total Loans	37.1%	40.8%	37.1%	38.0%	40.8%	-0.9%	-3.6%
NIM	6.5%	6.9%	6.4%	6.6%	7.0%	-0.2%	-0.3%
Total CAR	23.0%	25.0%	23.0%	22.7%	25.0%	-0.2%	-2.0%
CASA %	67.9%	64.4%	67.9%	65.7%	64.4%	2.2%	3.5%
Cost of Fund	3.4%	3.6%	3.4%	3.4%	3.5%	0.0%	-0.2%
Cost of Deposit	3.2%	3.4%	3.0%	3.2%	3.2%	-0.3%	-0.1%
Cost to Income Ratio (CIR)	38.7%	37.2%	40.0%	37.2%	39.2%	2.8%	1.5%
NPL (Gross)	3.3%	3.0%	3.3%	3.2%	3.0%	0.1%	0.3%
Credit Cost	3.3%	3.3%	3.0%	3.4%	2.9%	-0.4%	0.0%
Net Credit Cost	*1.8%*	*1.4%*	*1.5%*	*1.8%*	*0.5%*		
ROA After Tax	2.6%	3.0%	2.5%	2.9%	3.0%	-0.4%	-0.5%
ROE B/S	16.5%	18.9%	15.6%	19.0%	17.8%	-3.4%	-2.4%
Leverage	6.3	5.9	6.3	6.3	5.9	0.0	0.4
Net Profit (Rp Bn)	36,643	41,673	11,848	13,704	13,426	-13.54%	-12.07%

BALANCE SHEET – BANK ONLY

Balance Sheet Optimization Supported by Earning Assets Mix

(Rp Bn)

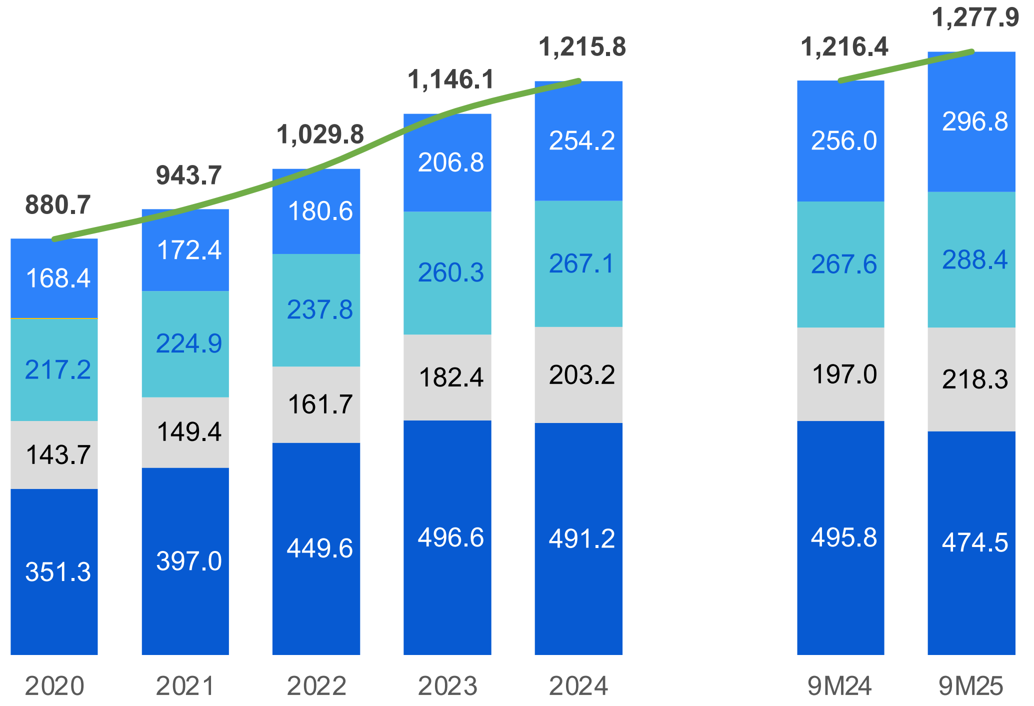
Items	9M25	1H25	9M24	g QoQ	g YoY	2024	2023	2022
Cash and Cash Equivalent	99,858	90,253	90,469	10.6%	10.4%	118,096	132,904	177,282
Total Earning Assets:	**1,822,501**	**1,827,223**	**1,703,068**	**-0.3%**	**7.0%**	**1,711,302**	**1,684,737**	**1,573,609**
- Placement with BI & Other Banks	90,830	119,797	105,714	-24.2%	-14.1%	80,743	85,555	88,710
- Receivables (Acceptance & Others)	56,054	72,399	54,718	-22.6%	2.4%	51,836	65,018	47,075
- Loans	1,277,916	1,262,330	1,216,403	1.2%	5.1%	1,215,847	1,146,083	1,029,803
- Gov't Bonds & Marketable Securities	346,845	322,159	276,333	7.7%	25.5%	312,635	338,826	360,085
- Other Earning Assets	50,856	50,536	49,900	0.6%	1.9%	50,241	49,255	47,936
Earning Asset Provision:	**(72,696)**	**(73,507)**	**(76,701)**	**-1.1%**	**-5.2%**	**(72,613)**	**(79,660)**	**(86,447)**
- Loans Provisions	(71,708)	(72,253)	(75,117)	-0.8%	-4.5%	(71,162)	(77,010)	(84,579)
- Other Provisions	(988)	(1,254)	(1,584)	-21.2%	-37.6%	(1,451)	(2,650)	(1,868)
Fixed & Non-Earning Assets	91,647	89,756	92,029	2.1%	-0.4%	83,609	97,267	86,550
Total Assets	**1,941,311**	**1,933,724**	**1,808,865**	**0.4%**	**7.3%**	**1,840,395**	**1,835,249**	**1,750,995**
Third Party Funds :	**1,467,985**	**1,476,030**	**1,357,526**	-0.5%	8.1%	**1,360,134**	**1,352,683**	**1,300,776**
- CASA	996,756	969,939	874,241	2.8%	14.0%	918,573	873,169	870,532
Current Account	436,286	415,281	351,044	5.1%	24.3%	375,906	346,655	349,492
Savings Account	560,470	554,658	523,197	1.0%	7.1%	542,667	526,515	521,040
- Time Deposits	471,229	506,091	483,286	-6.9%	-2.5%	441,561	479,514	430,244
Other Interest-Bearing Liabilities	101,497	101,712	84,634	-0.2%	19.9%	106,289	103,533	95,353
Non-Interest-Bearing Liabilities	63,433	60,379	59,307	5.1%	7.0%	74,559	80,296	61,244
Total Liabilities	**1,632,914**	**1,638,121**	**1,501,467**	**-0.3%**	**8.8%**	**1,541,022**	**1,536,512**	**1,457,373**
Tier 1 Capital	251,199	230,666	249,334	8.9%	0.7%	241,043	238,957	234,728
Total Equity	**308,396**	**295,603**	**307,398**	**4.3%**	**0.3%**	**299,373**	**298,737**	**293,622**
Total Liabilities & Equity	**1,941,311**	**1,933,724**	**1,808,865**	**0.4%**	**7.3%**	**1,840,395**	**1,835,249**	**1,750,995**

LOAN PORTFOLIO – BANK ONLY

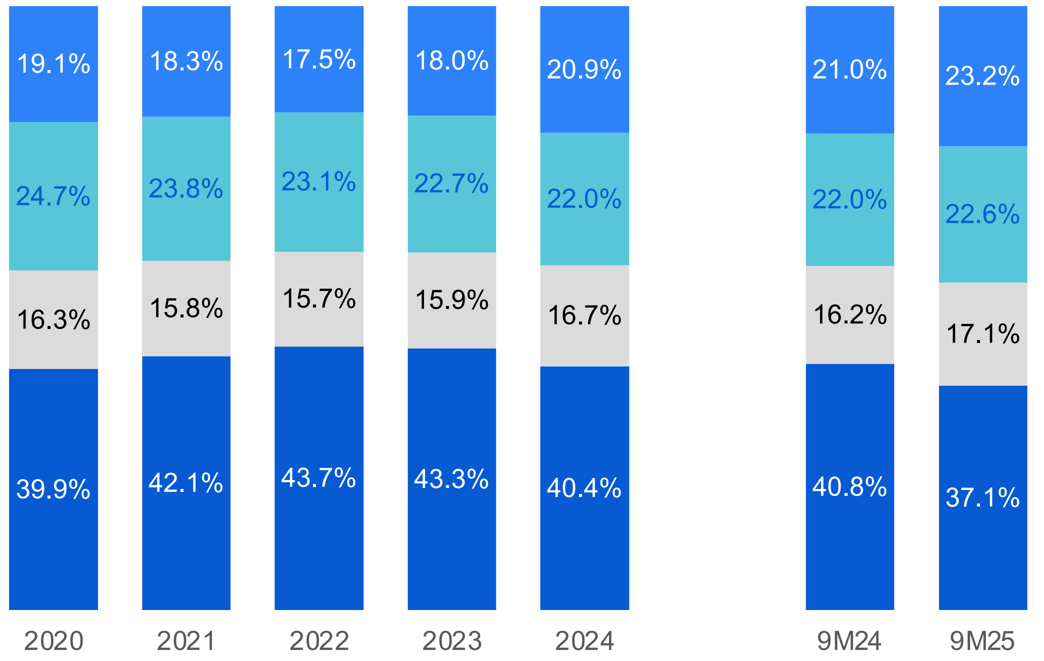
Loan Growth Led By Corporate & Consumer Segments

Loan Outstanding – by business segment

(Rp Tn)



Composition – by business segment (%)



	Micro	Consumer	CSME	Corporate	Total
YoY Growth (%)	-4.3	10.8	7.7	15.9	**5.1**
(Rp Tn)	-21.3	21.3	20.7	40.8	**61.5**

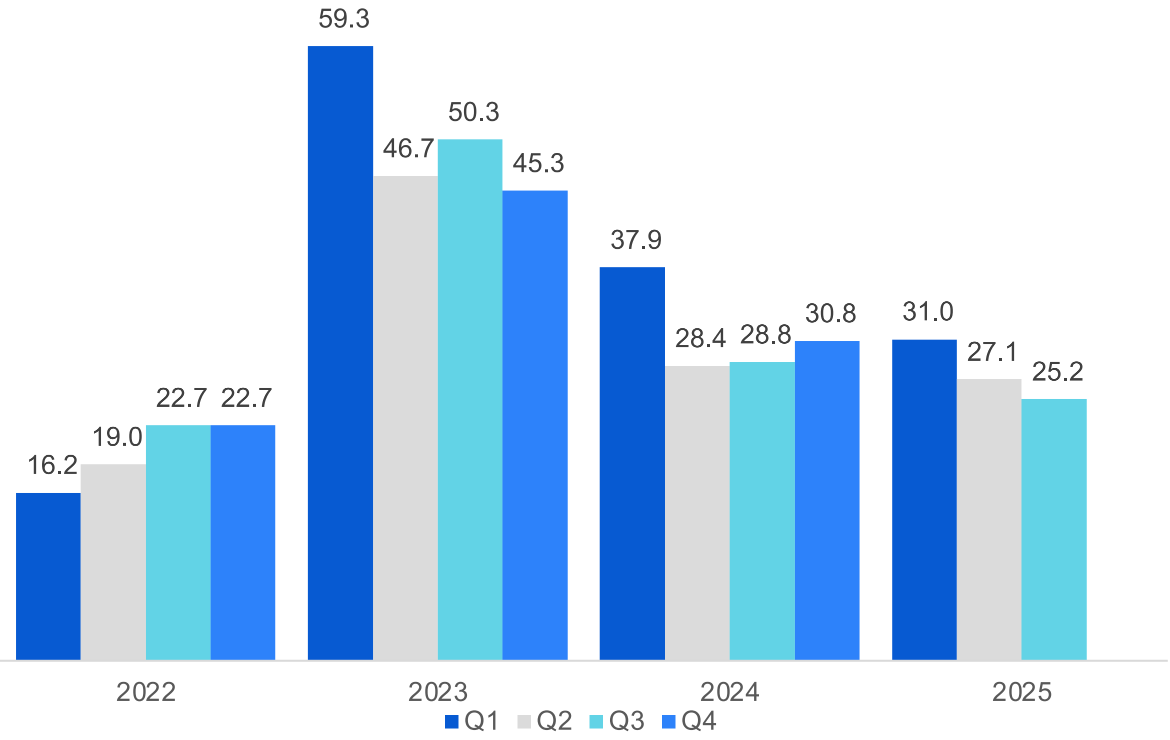
*) Since 2022, BRI has classified SOE and Corporate non-SOE into Corporate Segment

MICRO DISBURSEMENTS MODERATING

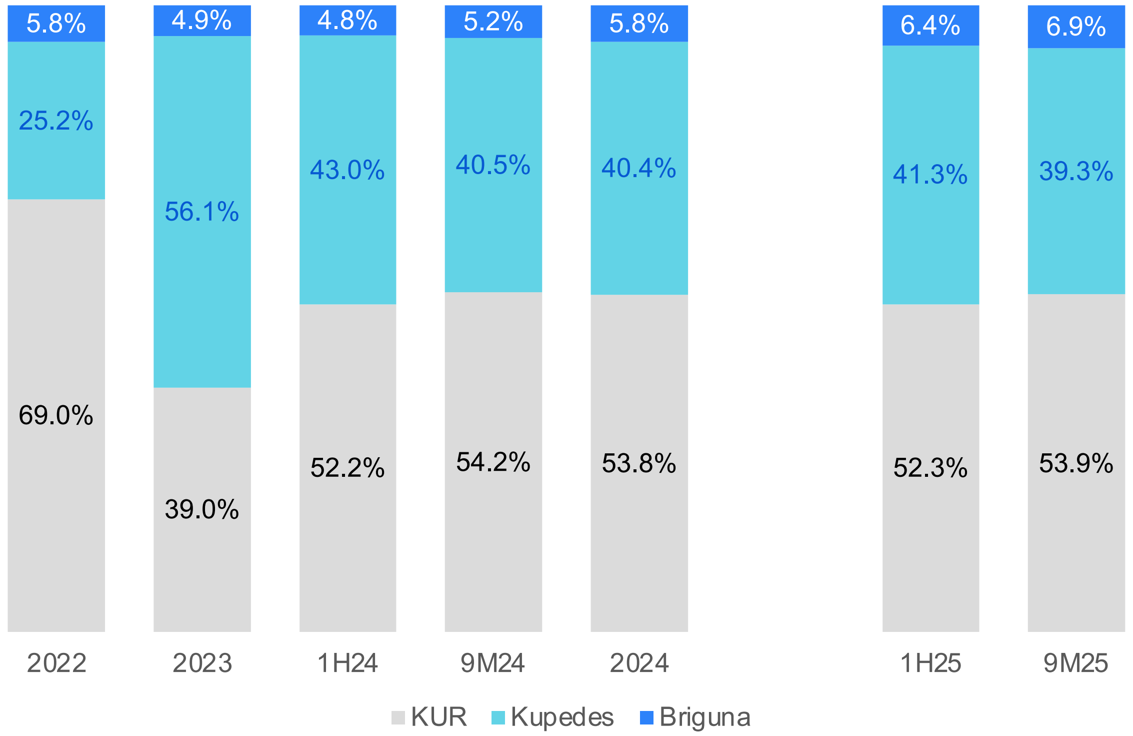
Micro Disbursement Declined as Main Focus Was Asset Quality and Recovery

Kupedes Quarterly Disbursement

(Rp Tn)



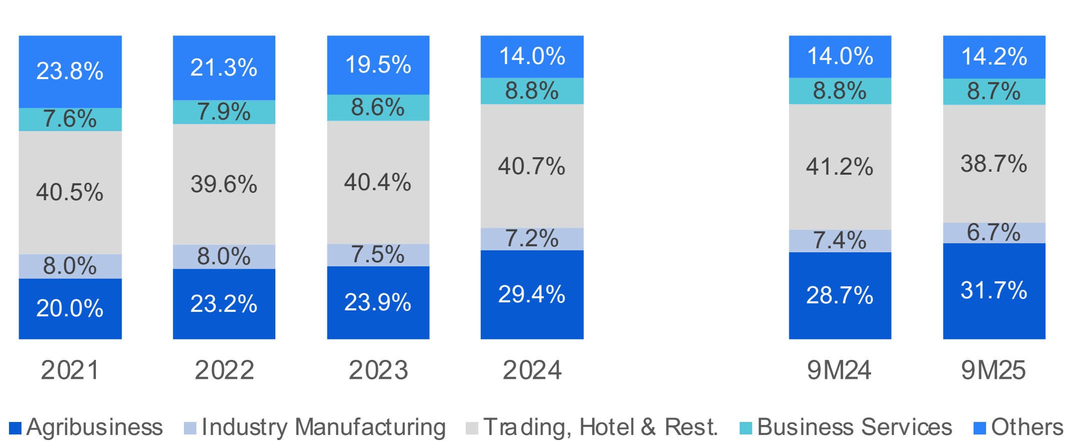
Disbursement Composition by Product



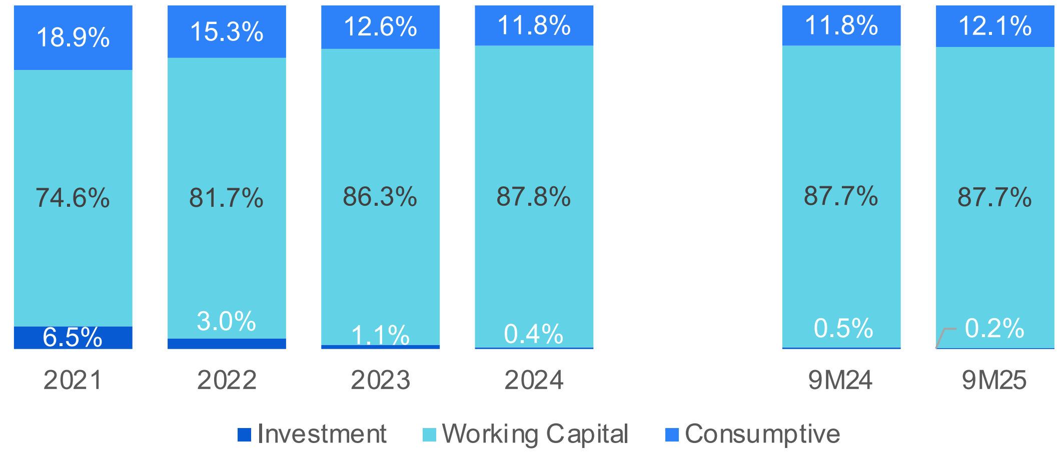
LOAN DETAIL: MICRO LOANS – BANK ONLY

Business Sector

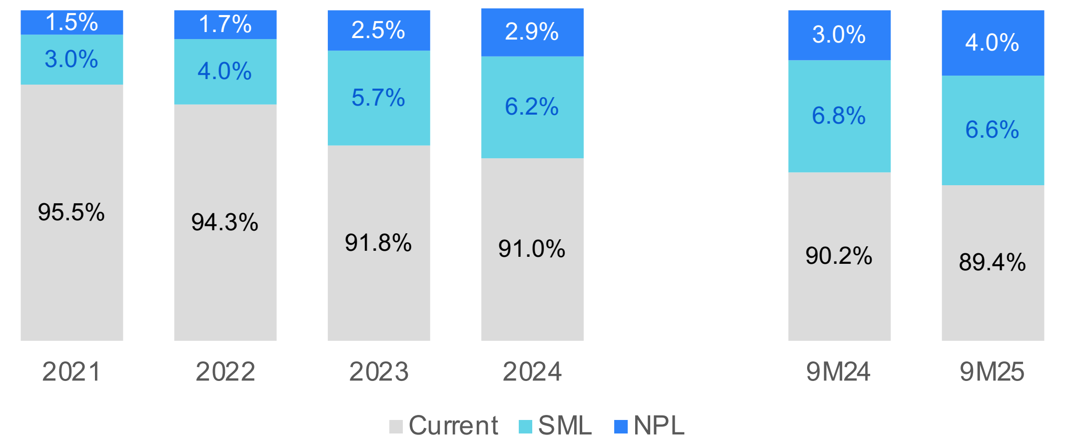
(Rp Tn)



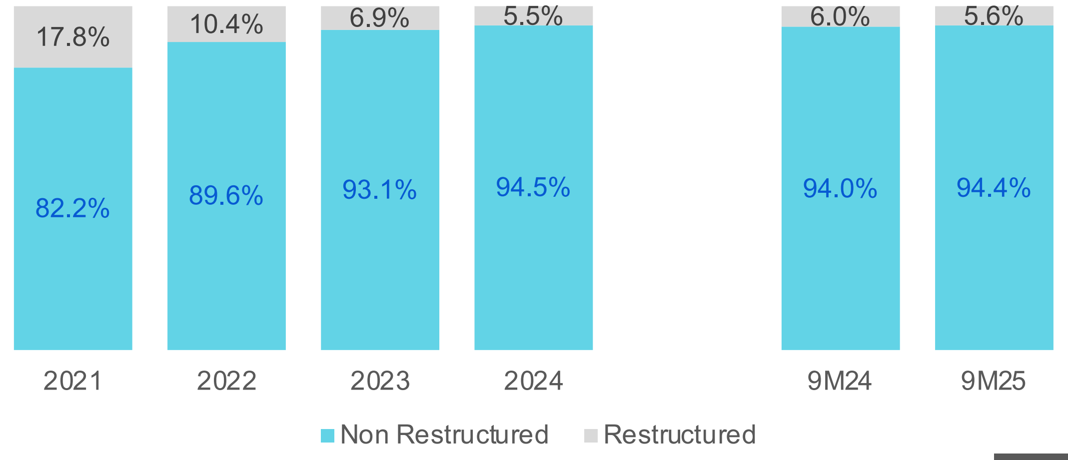
Use of Loan



Collectability



Restructuring Status



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

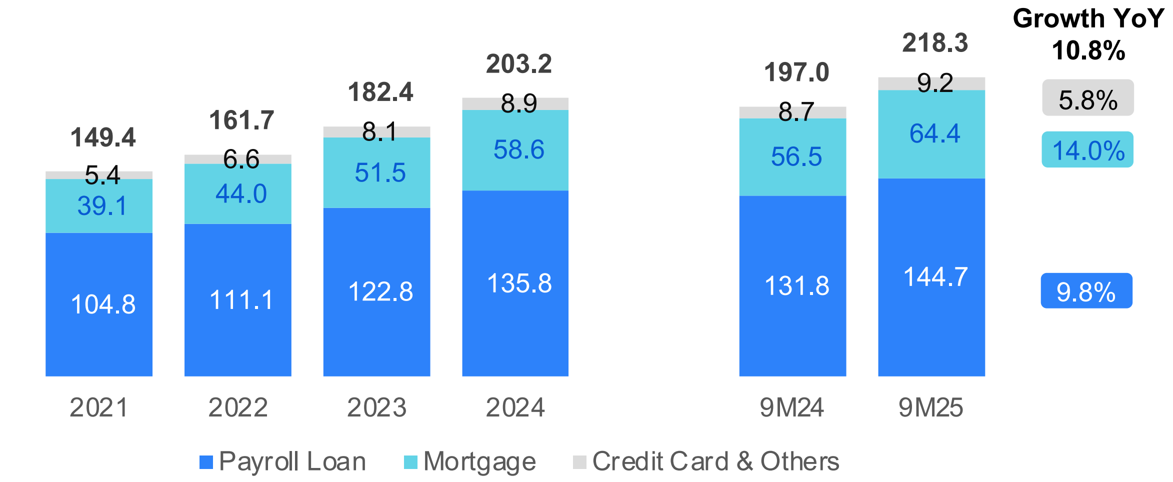
Danantara Indonesia

LOAN DETAIL: CONSUMER LOANS – BANK ONLY

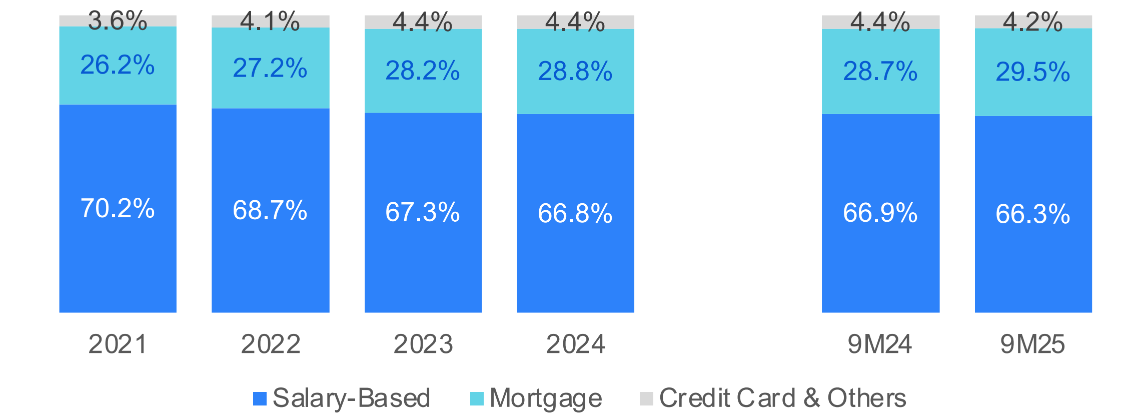
BRI

Product Breakdown

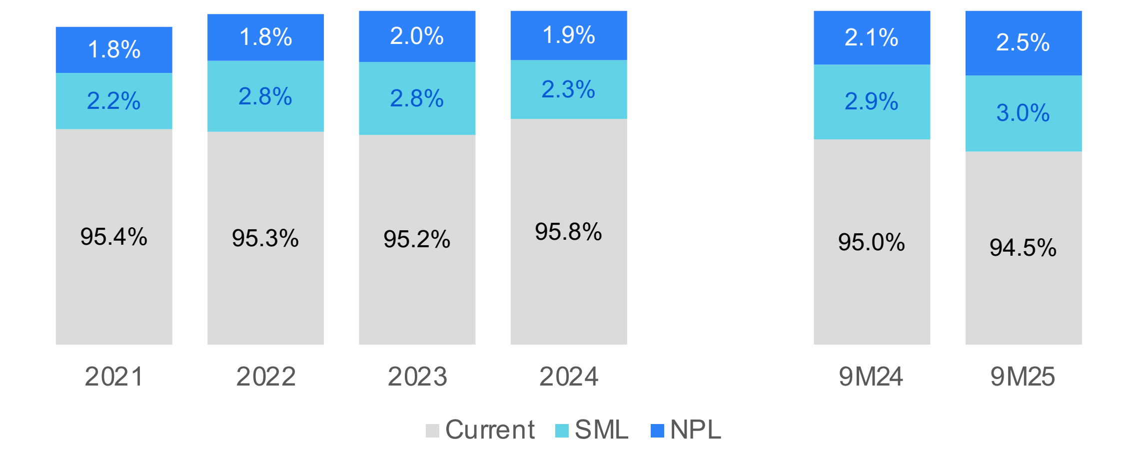
(Rp Tn)



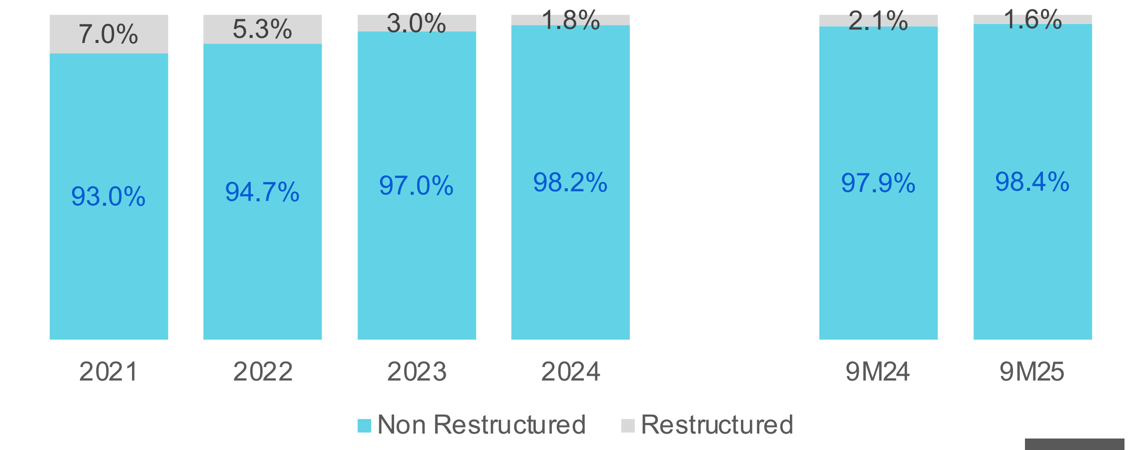
% Product Composition



Collectability



Restructuring Status

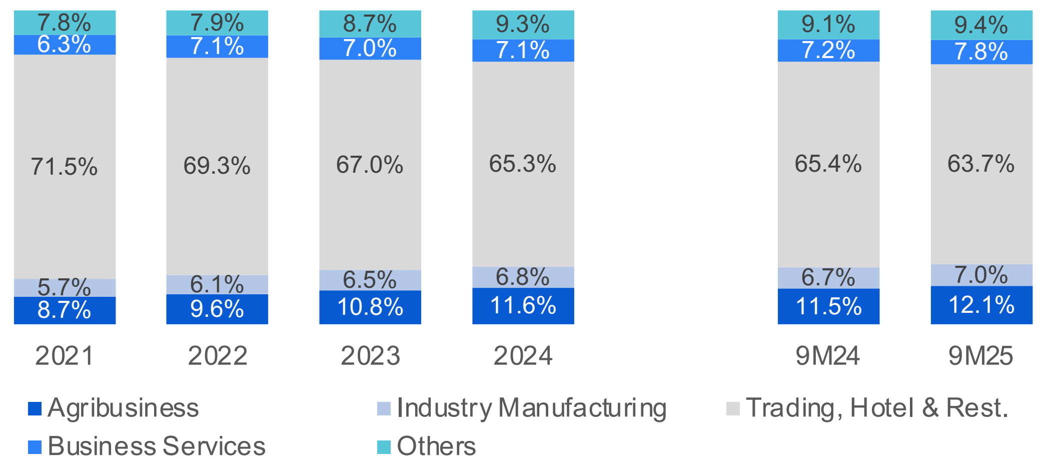


Note: All numbers are bank only, unless stated as consolidated

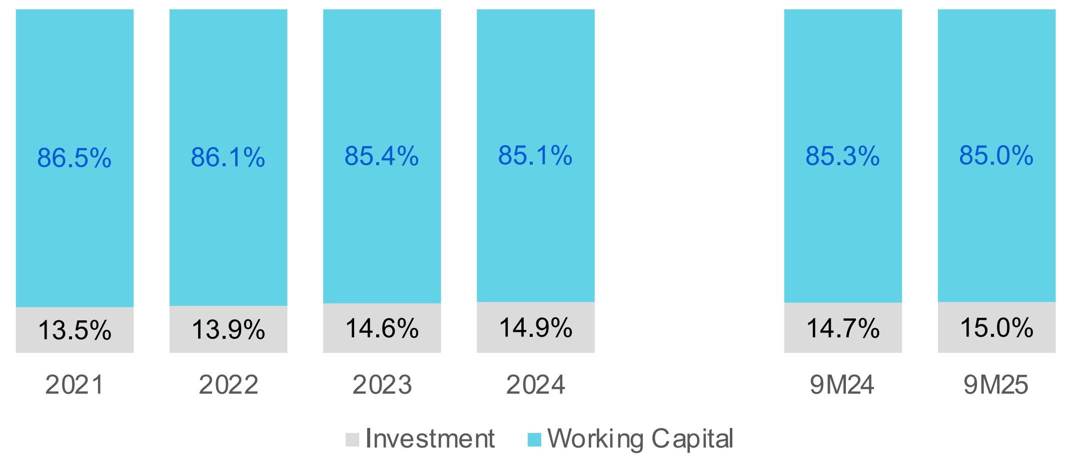
LOAN DETAIL: SME LOANS – BANK ONLY

Business Sector

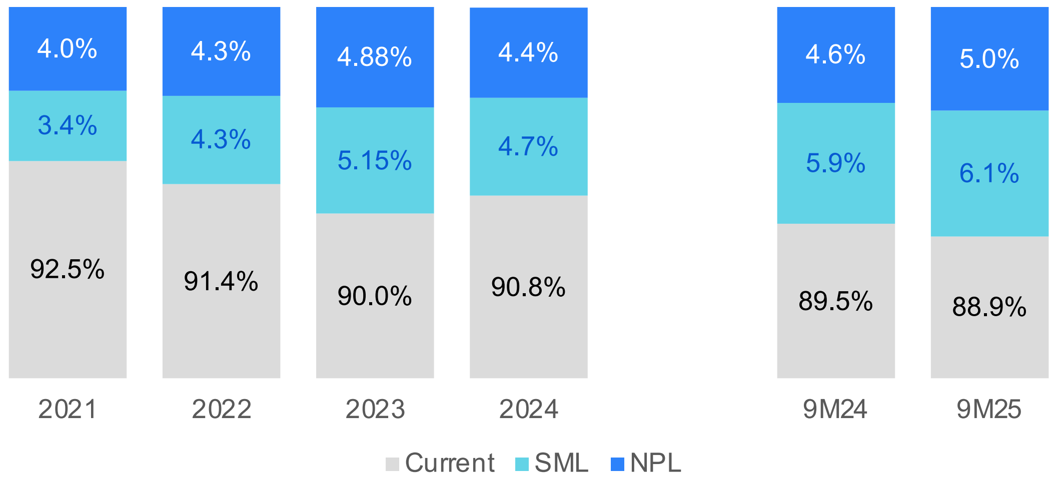
(Rp Tn)



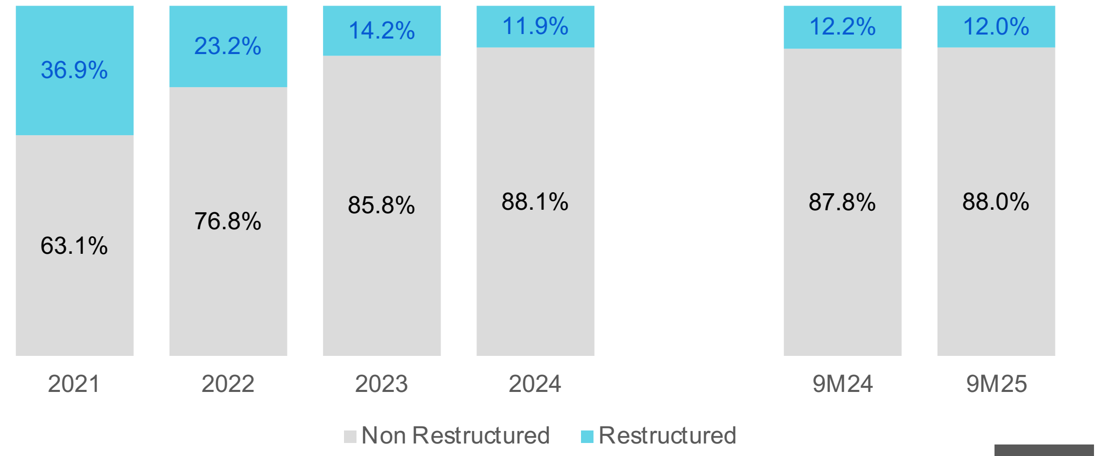
Use of Loan



Collectability



Restructuring Status

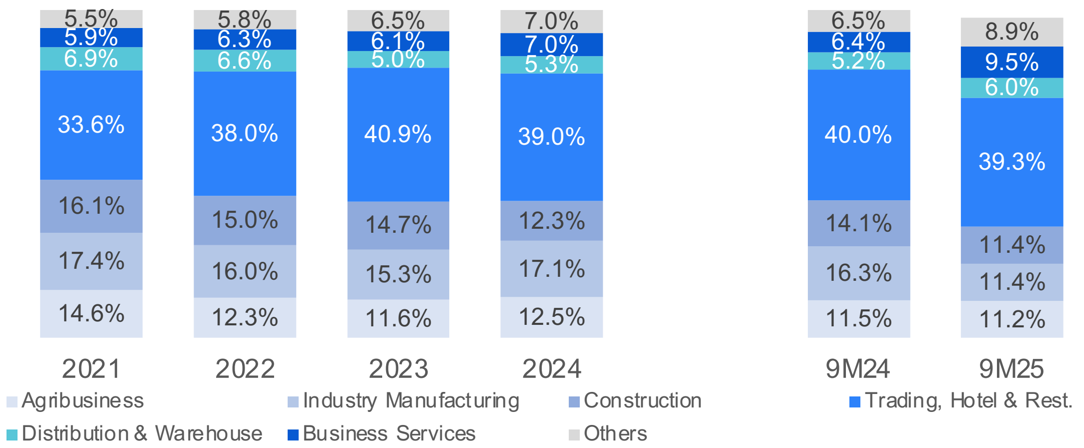


Note: All numbers are bank only, unless stated as consolidated

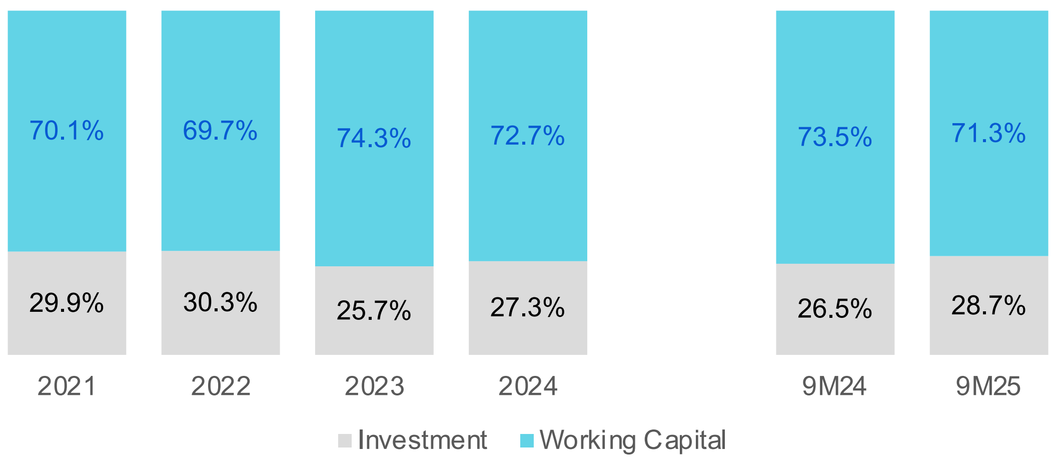
LOAN DETAIL: COMMERCIAL LOANS – BANK ONLY

Business Sector

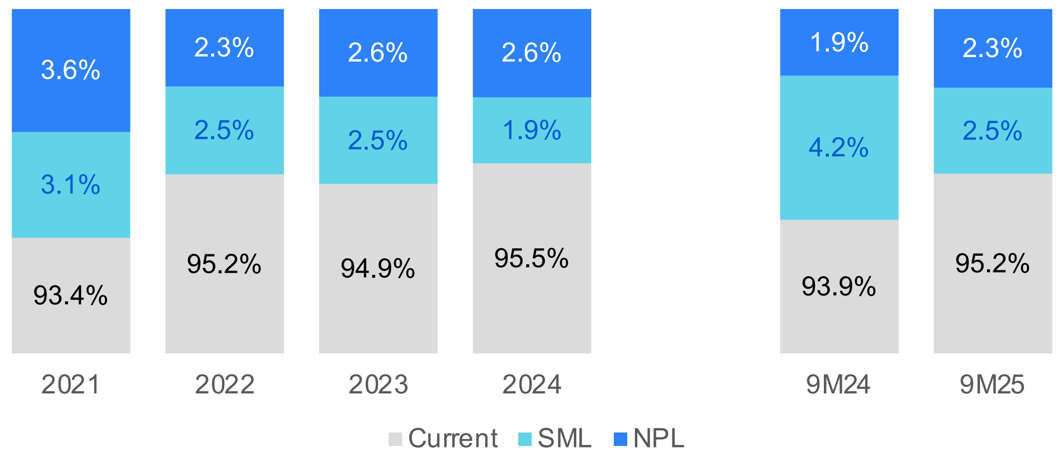
(Rp Tn)



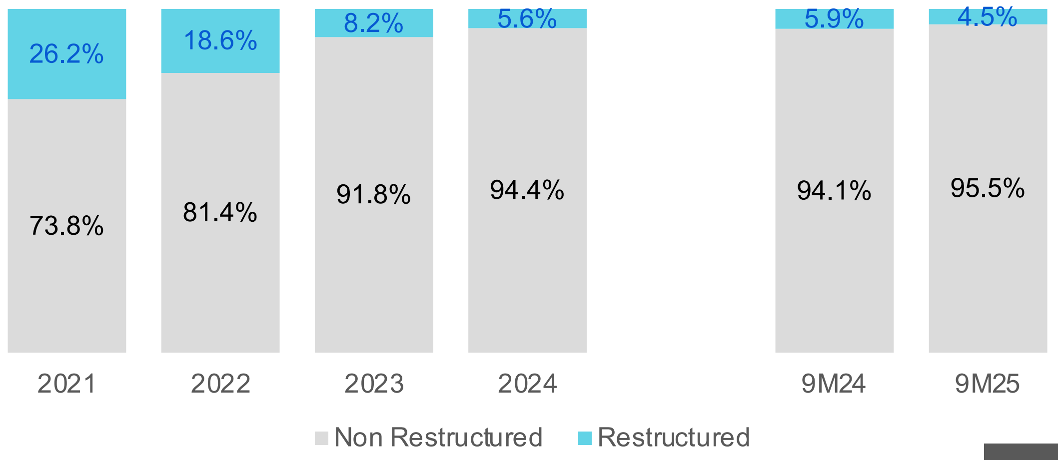
Use of Loan



Collectability



Restructuring Status



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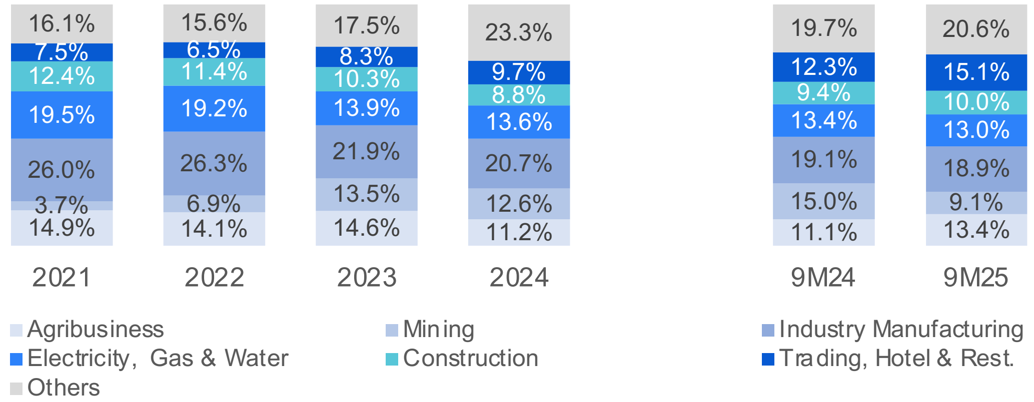
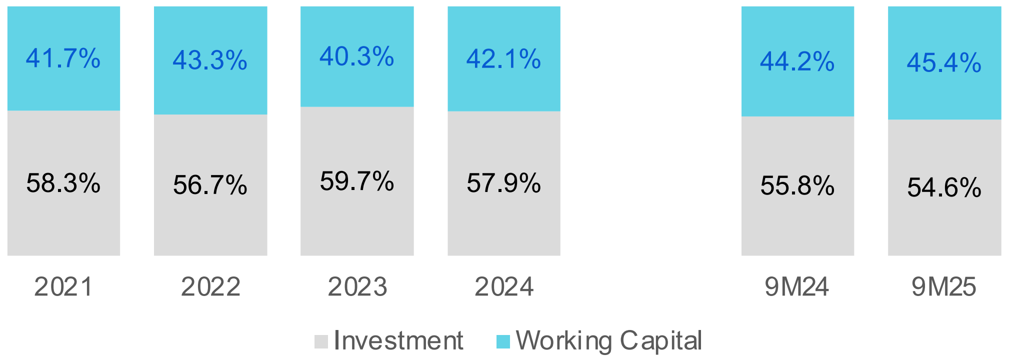
LOAN DETAIL: CORPORATE – BANK ONLY

Business Sector

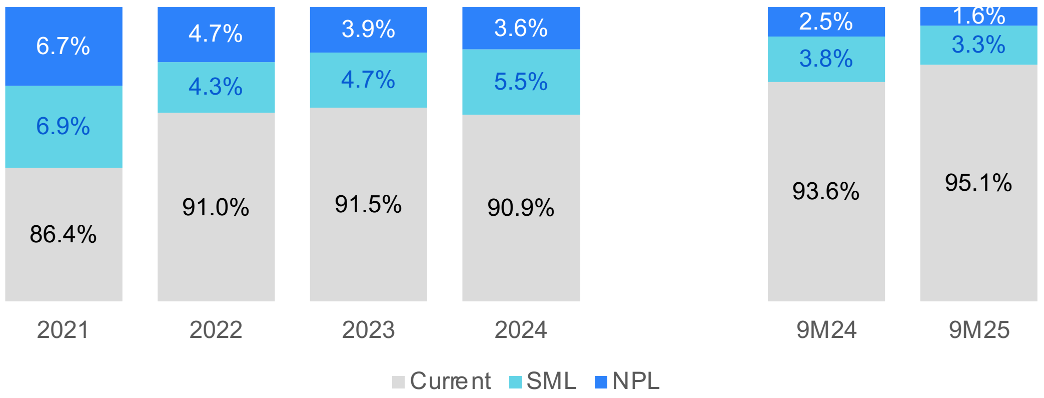
(Rp Tn)



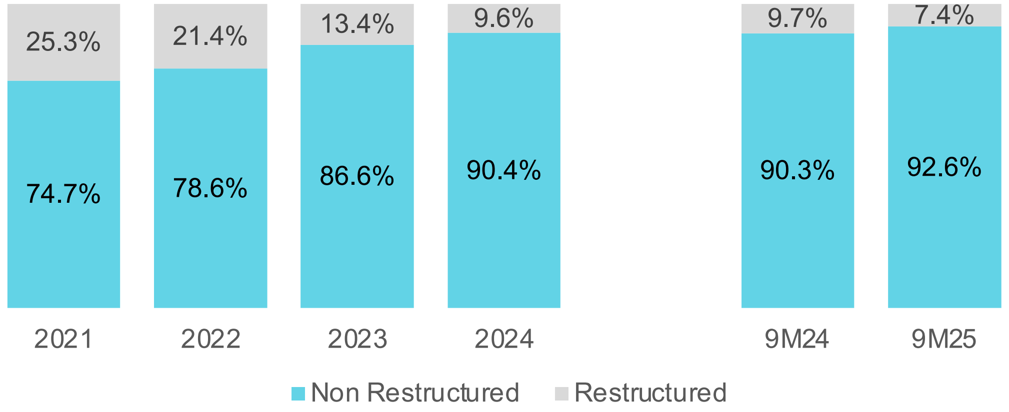
Use of Loan



Collectability



Restructuring Status



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INCOME STATEMENT – BANK ONLY

(Rp Bn)

Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Interest Income	41,526	41,930	39,919	41,256	-1.0%	0.7%	123,375	123,424	0.0%
Interest from Loans	35,707	36,382	34,382	35,664	-1.9%	0.1%	106,471	105,740	0.7%
Int. from Other Earning Assets	5,819	5,548	5,537	5,592	4.9%	4.1%	16,905	17,684	-4.4%
Interest Expense	(13,187)	(13,315)	(12,375)	(12,647)	-1.0%	4.3%	(38,876)	(38,378)	1.3%
Net Interest Income	**28,339**	**28,615**	**27,545**	**28,608**	**-1.0%**	**-0.9%**	**84,499**	**85,046**	**-0.6%**
Fee & Other Opr. Income	11,488	14,660	12,430	14,122	-21.6%	-18.7%	38,578	39,339	-1.9%
Gross Operating Income	39,827	43,275	39,975	42,730	-8.0%	-6.8%	123,077	124,386	-1.1%
Operating Expenses	(15,931)	(16,090)	(14,824)	(16,758)	-1.0%	-4.9%	(46,845)	(46,408)	0.9%
Pre-Provision Operating Profit	**23,896**	**27,185**	**25,151**	**25,973**	**-12.1%**	**-8.0%**	**76,232**	**77,977**	**-2.2%**
Provision Expenses	(9,277)	(9,994)	(11,087)	(8,991)	-7.2%	3.2%	(30,358)	(25,404)	19.5%
Loan - Provision Exp	(9,557)	(10,654)	(10,837)	(8,880)	-10.3%	7.6%	(31,049)	(29,524)	5.2%
Non-Loan - Provision Exp	280	660	(250)	(111)	-57.6%	352.2%	690	4,120	-83.2%
Non-Operating Income (Net)	(40)	(47)	(230)	34	-15.6%	-217.3%	(318)	(77)	314.1%
Profit Before Tax n Minor. Int.	14,579	17,144	13,833	17,015	-15.0%	-14.3%	45,556	52,497	-13.2%
Tax Expense	(2,731)	(3,440)	(2,742)	(3,590)	-20.6%	-23.9%	(8,913)	(10,823)	-17.7%
Net Profit	**11,848**	**13,704**	**11,091**	**13,426**	**-13.5%**	**-11.8%**	**36,643**	**41,673**	**-12.1%**

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

OTHER OPERATING INCOME & OPERATING EXPENSES – BANK ONLY

Other Operating Income

(Rp Bn)

Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Fees and Commissions	5,154	4,958	5,032	5,054	4.0%	2.0%	15,145	14,883	1.8%
Recovery of Written-Off Assets	4,798	4,950	4,783	7,388	-3.1%	-35.1%	14,531	16,978	-14.4%
Gain on Sale of Securities - Net	690	655	539	652	5.3%	5.9%	1,885	1,507	25.1%
Gain on Foreign Exchange - Net	226	578	736	386	-60.9%	-41.3%	1,540	800	92.5%
Unrealized Gain on Changes in Fair Value of Securities	73	(134)	(5)	23	154.7%	215.7%	73	193	-62.1%
Others	546	3,652	1,206	619	-85.0%	-11.7%	5,405	4,978	8.6%
Total Other Operating Income	**11,488**	**14,660**	**12,292**	**14,122**	**-21.6%**	**-18.7%**	**38,578**	**39,339**	**-1.9%**

Operating Expenses

(Rp Bn)

Items	3Q25	2Q25	1Q25	3Q24	g QoQ	g YoY	9M25	9M24	g YoY
Personnel	7,471	7,672	7,615	7,251	-2.6%	3.0%	22,758	22,239	2.3%
General and Administration	4,933	5,243	5,005	5,622	-5.9%	-12.3%	15,181	15,966	-4.9%
Promotion	525	512	481	599	2.5%	-12.3%	1,519	1,753	-13.4%
Others	3,007	2,662	1,723	3,286	12.9%	-8.5%	7,387	6,451	14.5%
Total Operating Expenses	**15,936**	**16,090**	**14,824**	**16,758**	**-1.0%**	**-4.9%**	**46,845**	**46,408**	**0.9%**

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

3Q25

BANK ONLY LOAN QUALITY

Danantara Indonesia

LOAN QUALITY – BANK ONLY
Classified Loan, Write Off, and Recovery

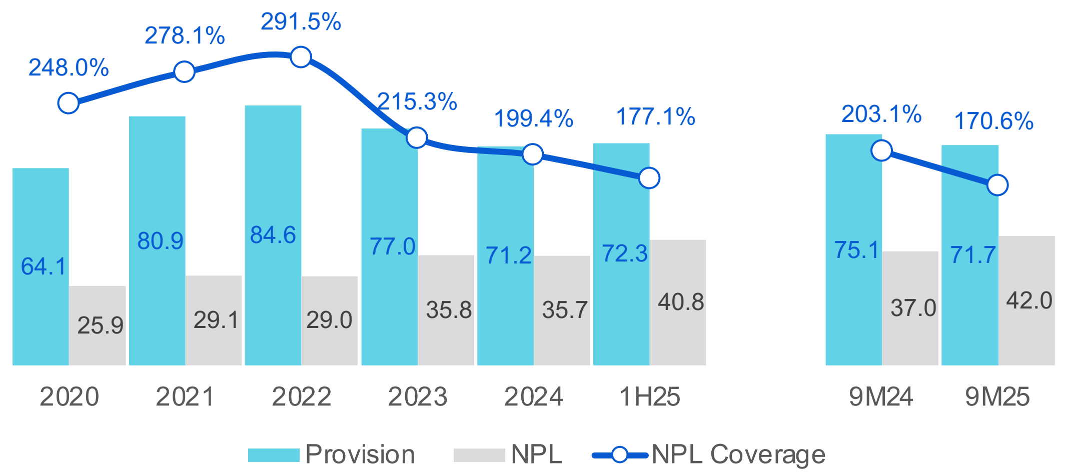
BRI

Non-Performing Loan – by Segment

NPL	9M25	9M24	2024	2023	2022	2021	2020
Micro	4.0%	3.0%	2.9%	2.5%	1.7%	1.5%	0.8%
Consumer	2.5%	2.1%	2.0%	2.0%	1.8%	1.8%	1.5%
SME	5.0%	4.6%	4.4%	4.9%	4.3%	4.0%	3.6%
Commercial	2.3%	1.9%	2.5%	2.6%	2.3%	3.6%	4.6%
Corporate	1.6%	2.5%	2.6%	3.9%	4.7%	6.7%	7.6%
Total NPL	**3.3%**	**3.0%**	**2.9%**	**3.1%**	**2.8%**	**3.1%**	**2.9%**

NPL Coverage

(Rp Tn)

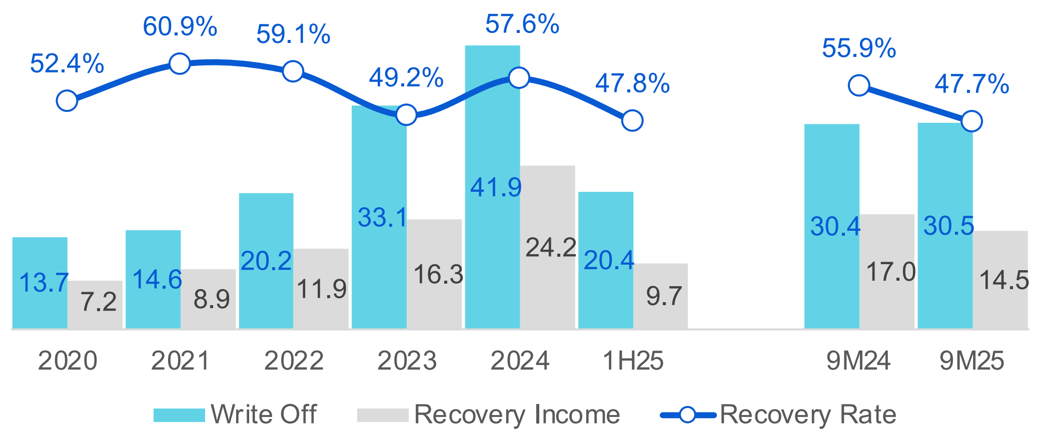


Special Mention – by Segment

SML	9M25	9M24	2024	2023	2022	2021	2020
Micro	6.6%	6.8%	6.2%	5.7%	4.0%	3.0%	2.5%
Consumer	3.0%	2.9%	2.4%	2.8%	2.8%	2.2%	2.7%
SME	6.1%	5.9%	4.7%	5.2%	4.3%	3.4%	3.2%
Commercial	2.5%	4.2%	1.9%	2.5%	2.5%	3.1%	3.1%
Corporate	3.3%	3.8%	3.7%	4.7%	4.3%	6.9%	2.9%
Total SML	**5.0%**	**5.3%**	**4.6%**	**4.9%**	**3.9%**	**3.7%**	**2.8%**

Write Off & Recovery

(Rp Tn)

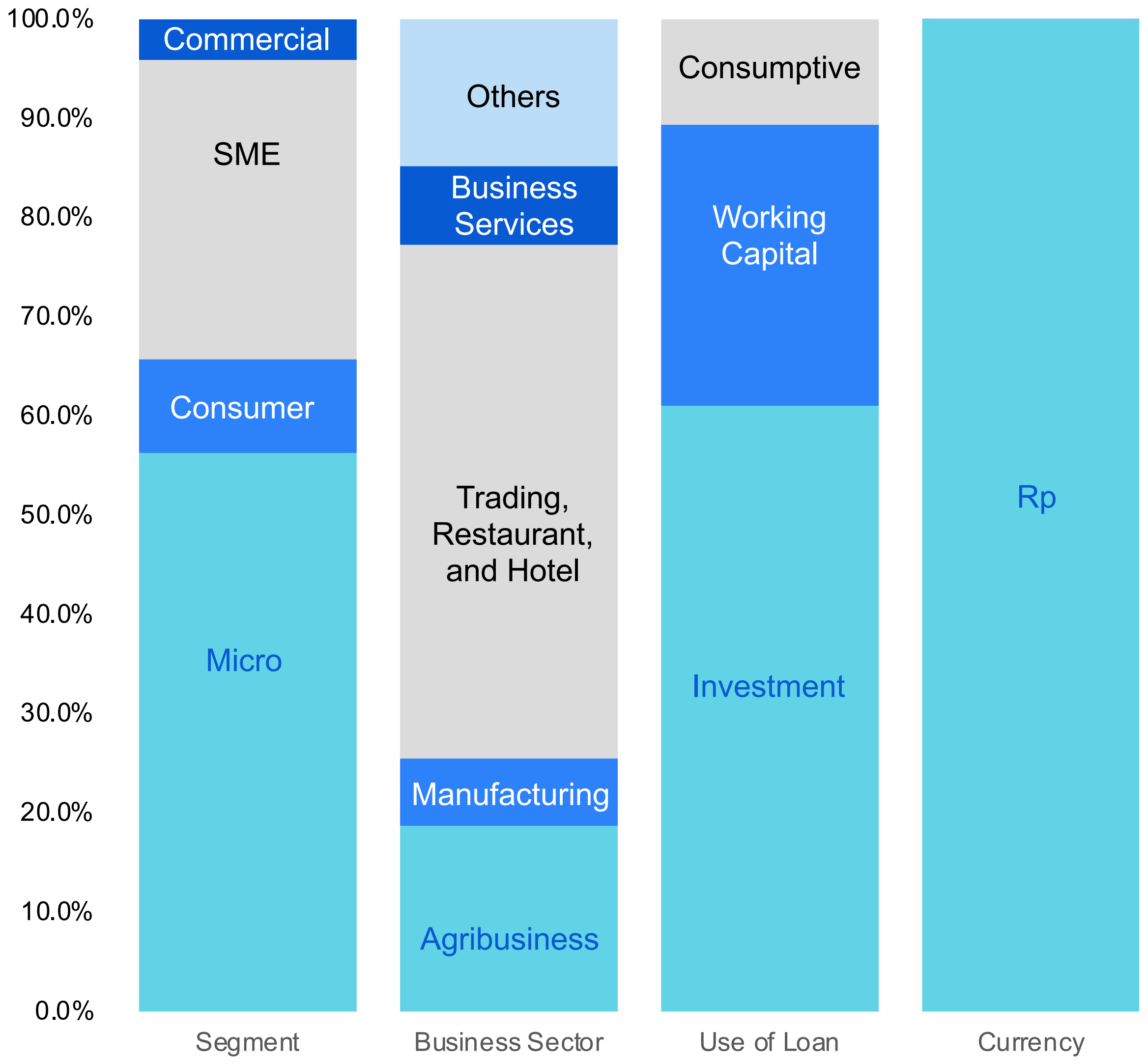


Note: All numbers are bank only, unless stated as consolidated

LOAN DETAIL: QUARTERLY DOWNGRADE TO NPL

Loan Highlights

- Total downgrade from 1H25 to 9M25 was Rp12.7 Tn with details as follows:
    - The downgrade was all from the Micro and SME Segment, which was mostly driven by Micro of 56.3% and SME of 30.2%
    - The downgrade was primarily from Trading, Restaurant, and Hotel (51.8%) and Business Services (18.7%)
    - 61.0% was investment loan, while the rest were from working capital loan of 28.4% and consumptive loan of 10.6%
    - 100% was IDR loan

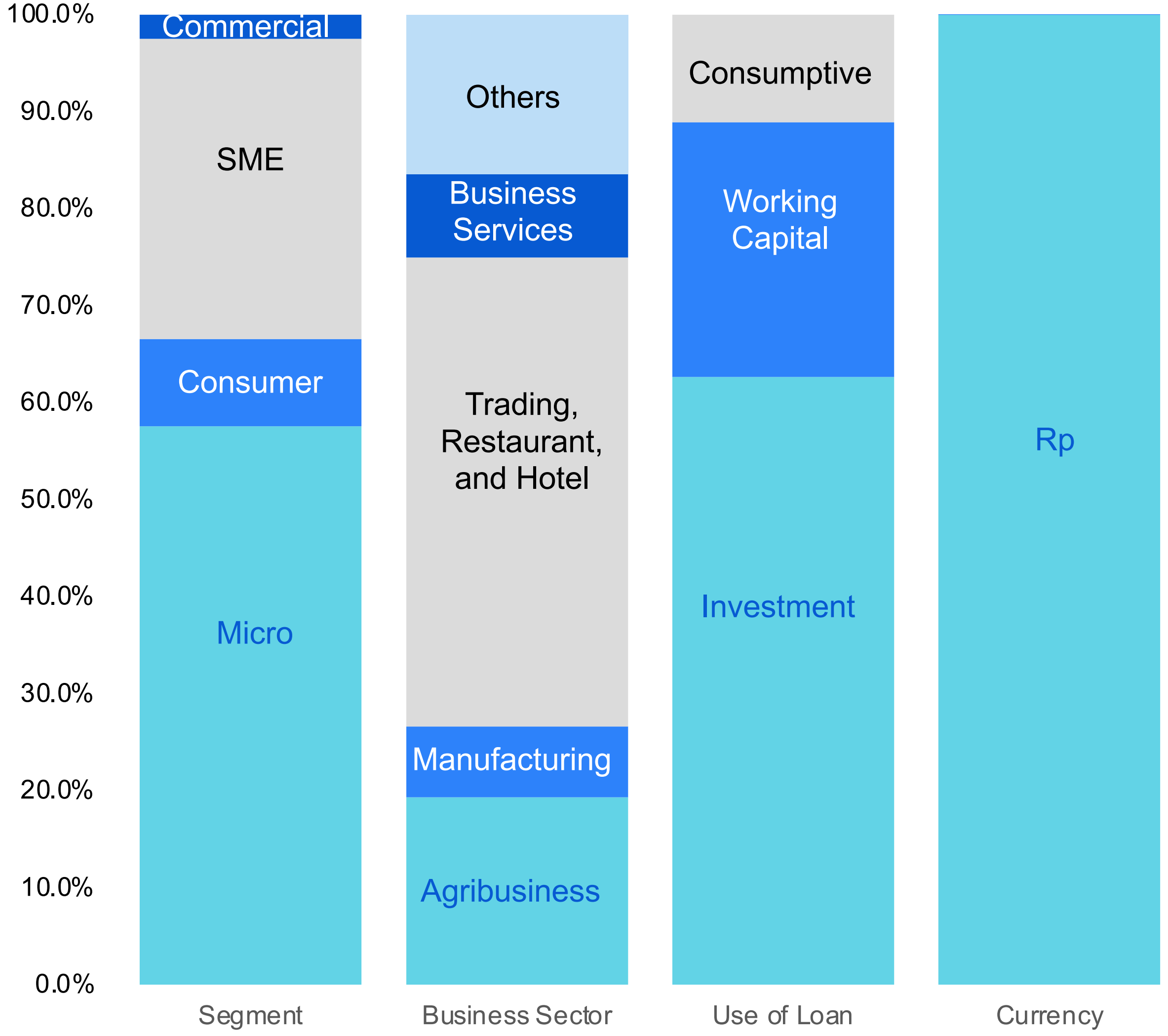


Note: All numbers are bank only, unless stated as consolidated

LOAN DETAIL: QUARTERLY DOWNGRADE TO STAGE 2

Loan Highlights

- Total downgrade from Stage 1 in 1H25 to Stage 2 in 9M25 was Rp17.1 Tn with details as follows:
  - The downgrade was mostly from the Micro and SME Segment, driven by Micro of 57.6% and SME of 31.0%
  - The downgrade was primarily from the Trading, Restaurant, and Hotel (48.3%) and Agribusiness Sector (19.3%)
  - 62.6% was investment loan, while the rest were from working capital loan of 26.3% and consumptive loan of 11.1%
  - 100.0% was IDR loan



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QUARTERLY NPL FORMATION

Micro

(Rp Bn)

Micro	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
NPL Begin	12,241	13,492	14,615	15,015	14,021	16,366	18,543
Net DG to NPL	7,250	5,956	5,405	5,166	8,054	6,597	6,186
Write Off	5,998	4,833	5,005	6,160	5,709	4,420	5,929
NPL ending	13,492	14,615	15,015	14,021	16,366	18,543	18,801
NPL formation %	**8.29%**	**7.49%**	**7.29%**	**7.19%**	**9.49%**	**8.82%**	**8.98%**
NPL %	**2.69%**	**2.95%**	**3.03%**	**2.85%**	**3.36%**	**3.86%**	**3.96%**

Commercial

(Rp Bn)

Commercial	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
NPL Begin	826	756	633	716	975	1,023	1,162
Net DG to NPL	33	257	332	620	236	496	445
Write Off	103	380	249	361	188	357	382
NPL ending	756	633	716	975	1,023	1,162	1,224
NPL formation %	**2.89%**	**5.21%**	**5.63%**	**8.95%**	**4.75%**	**7.17%**	**6.54%**
NPL %	**2.21%**	**1.75%**	**1.94%**	**2.50%**	**2.49%**	**2.54%**	**2.30%**

Consumer

(Rp Bn)

Consumer	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
NPL Begin	3,599	4,112	4,103	4,101	4,001	4,212	4,770
Net DG to NPL	1,052	680	791	920	940	1,196	1,448
Write Off	540	690	793	1,020	729	638	753
NPL ending	4,112	4,103	4,101	4,001	4,212	4,770	5,465
NPL formation %	**4.22%**	**3.64%**	**3.82%**	**4.03%**	**3.76%**	**4.31%**	**5.00%**
NPL %	**2.20%**	**2.13%**	**2.08%**	**1.97%**	**2.02%**	**2.25%**	**2.50%**

Corporate

(Rp Bn)

Corporate	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
NPL Begin	7,988	7,614	7,743	6,452	6,607	6,087	4,646
Net DG to NPL	130	129	(20)	556	281	392	66
Write Off	504	-	1,271	402	801	1,832	-
NPL ending	7,614	7,743	6,452	6,607	6,087	4,646	4,712
NPL formation %	**3.88%**	**3.50%**	**3.22%**	**3.57%**	**4.30%**	**2.84%**	**1.77%**
NPL %	**3.33%**	**3.07%**	**2.52%**	**2.60%**	**2.36%**	**1.61%**	**1.59%**

SME

(Rp Bn)

SME	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
NPL Begin	11,120	12,611	11,643	10,700	10,078	10,832	11,670
Net DG to NPL	3,946	2,935	2,701	3,017	3,586	3,691	3,235
Write Off	2,455	3,902	3,644	3,639	2,832	2,854	3,071
NPL ending	12,611	11,643	10,700	10,078	10,832	11,670	11,833
NPL formation %	**11.69%**	**10.56%**	**9.74%**	**9.89%**	**10.60%**	**11.03%**	**10.57%**
NPL %	**5.44%**	**5.05%**	**4.64%**	**4.42%**	**4.67%**	**4.96%**	**5.03%**

All Segments

(Rp Bn)

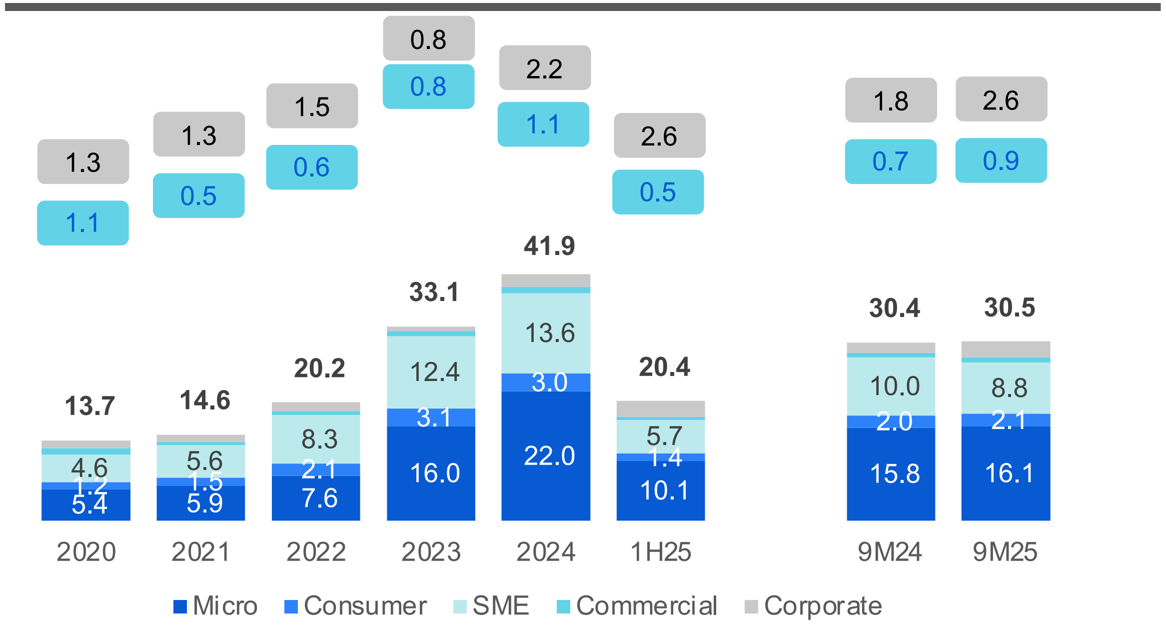
All Segments	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25	3Q25
NPL Begin	35,773	38,585	38,737	36,984	35,682	38,520	40,790
Net DG to NPL	12,411	9,957	9,209	10,279	13,097	12,371	11,379
Write Off	9,599	9,804	10,962	11,582	10,259	10,101	10,135
NPL ending	38,585	38,737	36,984	35,682	38,520	40,790	42,035
NPL formation %	**7.33%**	**6.63%**	**6.34%**	**6.52%**	**7.69%**	**7.12%**	**6.91%**
NPL %	**3.27%**	**3.21%**	**3.04%**	**2.93%**	**3.14%**	**3.23%**	**3.29%**

Note: All numbers are bank only, unless stated as consolidated.
NPL Formation formula is based on internal calculation

WRITE OFF AND RECOVERY PER SEGMENT

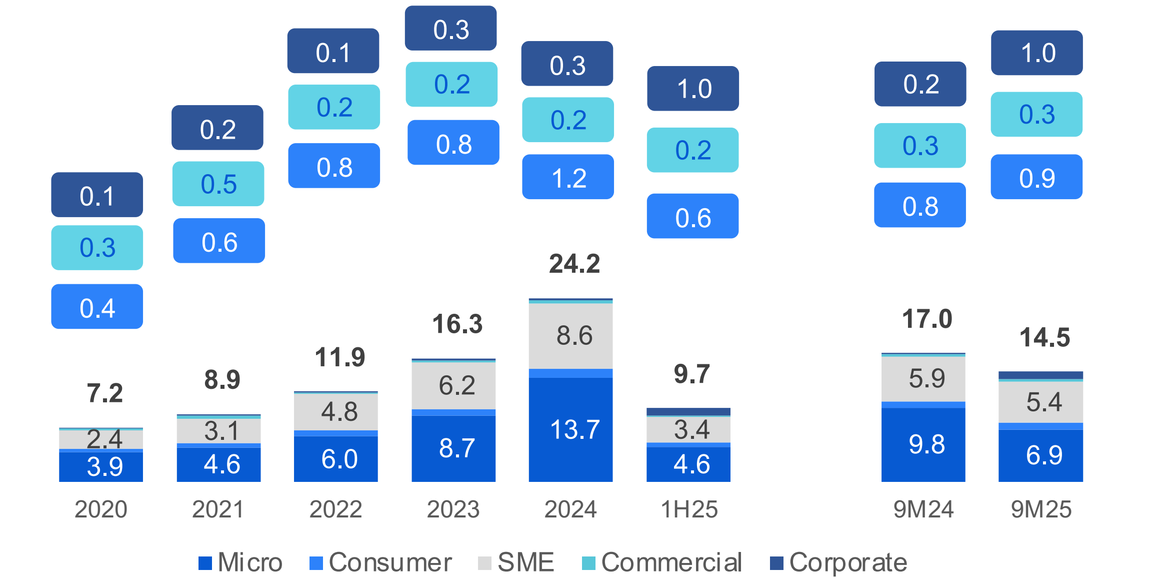
Write Off

(Rp Tn)

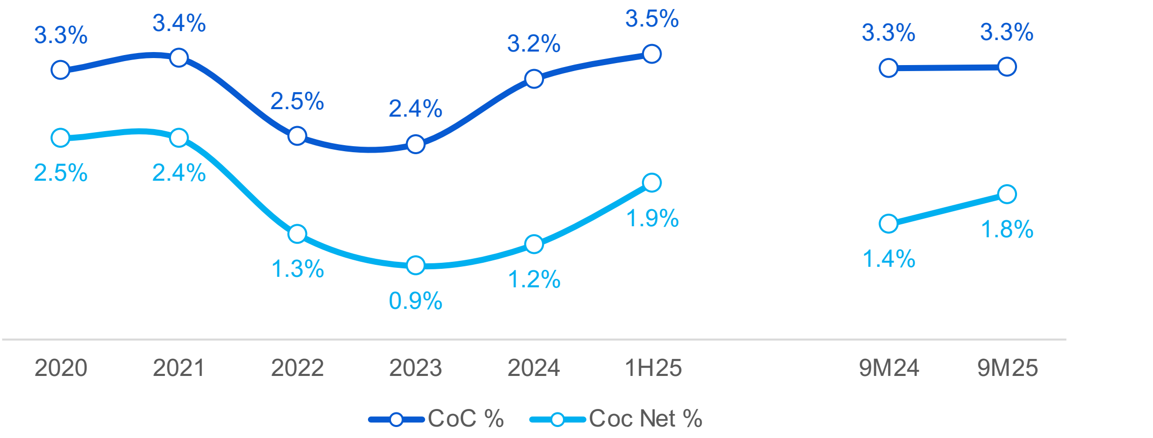


Recovery Income

(Rp Tn)



Credit Cost



Recovery Rate

	2020	2021	2022	2023	2024	1H25	9M24	9M25
Micro	72.8%	77.6%	78.6%	54.6%	62.3%	45.2%	61.6%	42.9%
Consumer	33.8%	39.7%	37.6%	27.3%	39.8%	42.8%	41.6%	42.5%
SME	52.6%	56.1%	57.9%	50.1%	62.7%	59.4%	59.2%	61.5%
Commercial	27.6%	107.6%	29.0%	28.4%	39.9%	40.8%	42.1%	36.5%
Corporate	6.2%	12.7%	9.5%	32.7%	11.9%	36.9%	8.6%	38.7%
Total	**52.4%**	**60.9%**	**59.1%**	**49.2%**	**57.6%**	**47.8%**	**55.9%**	**47.7%**

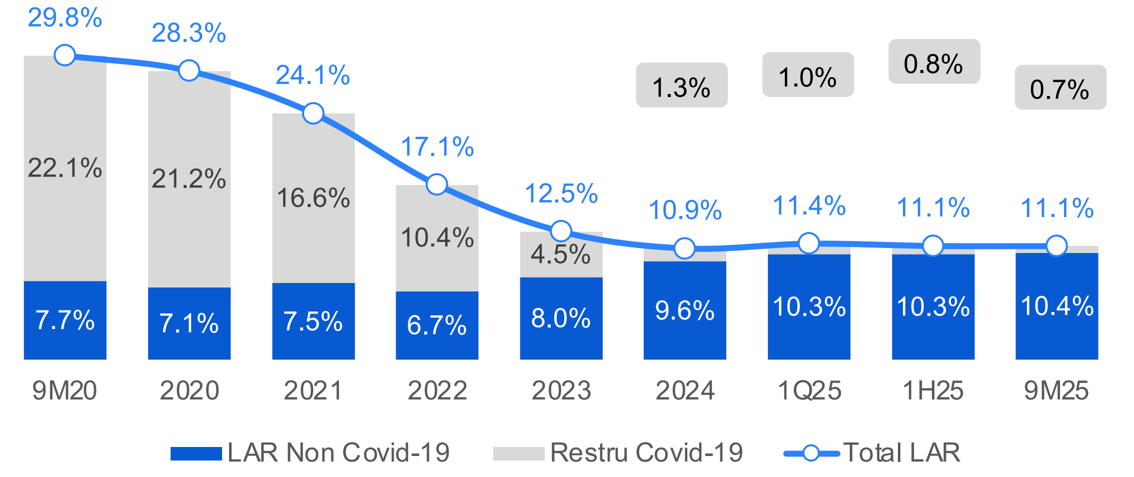
Note: All numbers are bank only, unless stated as consolidated

LOAN QUALITY – BANK ONLY

Loan at Risk Continues to Decline Coupled with Adequate Provisioning

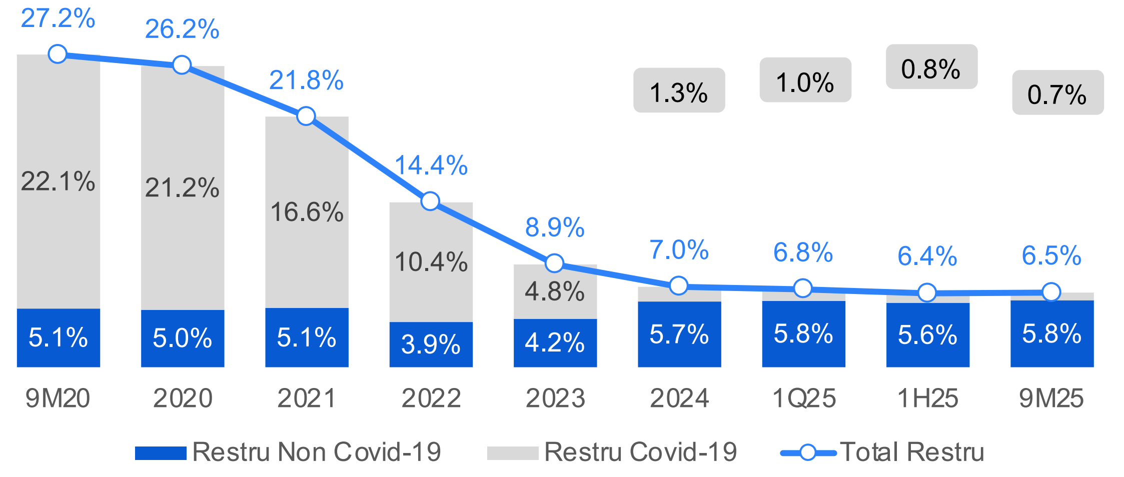
Loan at Risk

(% to Total Loan)

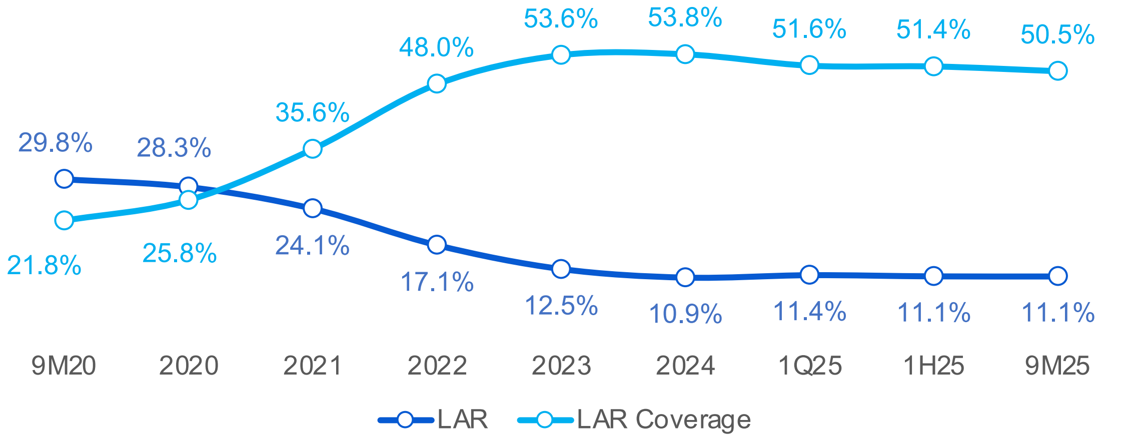


Total Restructured Loans

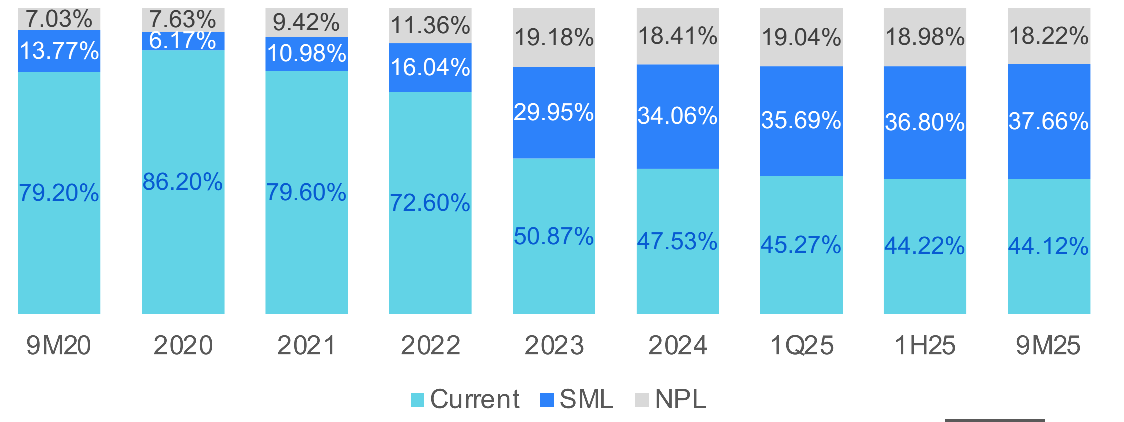
(% to Total Loan)



LAR & LAR Coverage (Inc. Covid-19)



Total Restructured Loans by Collectability



OTHERS

STRENGTHS AND CHALLENGES

Key Strengths

❑ Growth in nominal CASA of 2.75% QoQ, Reflects the Continued Positive Impact of Management's Renewed Strategic Focus on Retail Funding

- CASA ratio increased from 65.5% in 1H25 to 67.6% in 9M25, driven by good momentum of retail CASA growth of 7.6% YoY
- Most of digital channels showed strong gains, as BRImo active users and transaction value rose 4.0% and 9.2% QoQ, QRIS sales volumes increased by 14.8% QoQ, and Qlola sales volume grew 5.4% QoQ, except for EDC, which slightly declined by 3.2% QoQ.

❑ Resilient Yields and opportunity to reprice down funding costs could expand margins

- Loan yields decreased by 19bps QoQ, driving NIM decrease of 10bps QoQ. However, there was one off restructuring scheme modification loss of corporate client in 2Q25, if we normalize this NIM increased by 2bps QoQ
- The higher share of PNM and Pegadaian within the Micro portfolio, rising from 21% to 24.9% YoY, contributed to the stabilization of Micro yields at 18.1%, mitigating pressure from portfolio mix shift
- Meanwhile, the Loan-to-Deposit Ratio (LDR) remained consistently stable below 90% over the past five years, standing at 86.5% as of 9M25

❑ Stronger Subsidiaries Performance Remained a Key Driver of Sustained Profitability

- Subsidiaries continued to become larger part of our loan book as PNM and Pegadaian contributed 10.9% of our total loan and 21.9% of our NII
- Pegadaian posted 29.4% YoY growth, driven by a strong 38.7% increase YoY, in its gold pawning business. PNM grew by 2.8% YoY, broadly in line with the bank-wide micro segment.

Key Challenges

❑ Elevated NPLs Due to Micro NPL Loan Cycle

- NPL increased by 3bps QoQ to 3.08%, primarily driven by a 10bps rise in Micro NPL to 3.96%, mostly from the 2023 Kupedes disbursements. Meanwhile, the Corporate segment saw improvement with NPL decreasing by 2bps to 1.59% as of 9M25
- However, we are seeing improving credit quality in newer Micro vintages, as reflected by an 6.2% QoQ decline in Micro net NPL downgrades. Additionally, consolidated SML fell by 15bps to 5% QoQ, accompanied by a 11bps reduction in LAR to 10.7%. We expect LAR to remain within the 10%–11% range through the end of 2025

❑ Cost of Credit Remains Elevated

- Gross cost of credit at 9M25 was 3.2%, decreasing from 3.4% in 1H25, while remains above our FY25 target, as net downgrades in Micro and Small lending remain elevated.
- BRI maintains ample NPL Coverage at 183.1% and our Loan Loss Reserve is 5.6%, well above the 2010 – 2019 level of below 4.1%.

Danantara Indonesia

GOVERNMENT PRO GROWTH AGENDA

Government Rolled out Programs to Boost Growth and Mass Market Segment

Governments' Stimulus (8+4+5) Programs

8 Core Acceleration Program 2025

No.	Program	Allocation
1	Six-month internship program for fresh graduates	20,000 candidates
2	Tourism Incentives for workers in tourism-related sectors	552,000 workers
3	Food assistance from October to November.	18.3 mn recipients (equivalent to ~Rp7Tn)
4	Discount on work accident insurance and death insurance premiums	731,361 recipients
5	Housing Support under BPJS employment	1,050 unit
6	Cash-for-work program under the Ministry of Transportation and the Ministry of Public Works	609,465 recipients: MoT Rp3.5Tn, MoPW Rp1.8Tn
7	Acceleration of deregulation under Government Regulation No.28	50 Regions (2025) 300 Regions (2026), ~Rp1.05Tn
8	Urban development program	Rp2.7Tn from contingency funds and ministry of tourism and creative economy

4 Programs Extended to 2026

1. Extension of 0.5% Final Tax for MSMEs (2026)
2. Income Tax Incentive for Tourism Workers
3. Income Tax Incentive for Labor-Intensive Industries such as footwear, textile, clothing
4. Discounted Insurance Premiums for Non-Salaried Workers

5 Job Creation Program

1. **KDKMP:** over 1 million jobs by Dec'25
2. **Fishermen Villages:** 200,000 jobs
3. **Revitalization of 20,000 ha ponds:**168,000 workers
4. **Modernization of 1,000 fishing boats:** 200,000 jobs
5. **Replanting 870,000 ha smallholder estates:** 1.6 million jobs

8 Priorities Agenda from the 2026 State Budget

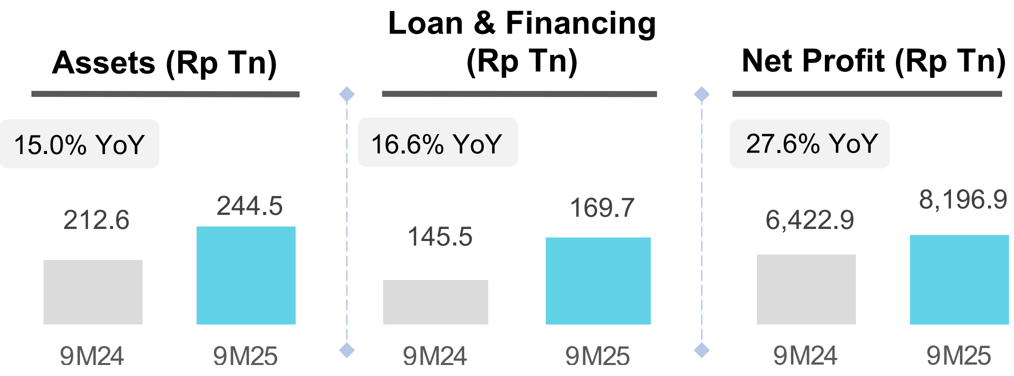
- **Food Security** Rp164Tn
- **Energy Security** Rp402Tn
- **Free Nutritious Meals Program** Rp335Tn
- **Education** Rp422Tn
- **Health** Rp244Tn
- **Rural, Cooperatives & MSMEs** Rp182Tn
- **National Defense** Rp425Tn
- **Acceleration of Investment, Trade, and Housing Program** Rp164Tn

SUBSIDIARIES CONTRIBUTION TO BRI GROUP
Subsidiaries Contribute 19.9% to Consolidated Net Profit

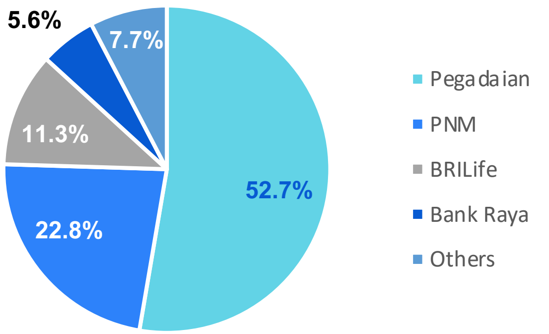
BRI Subsidiaries

BRI Ownership | Total Asset 9M25

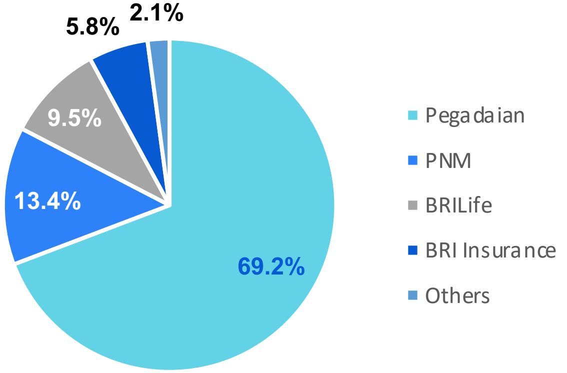
Subsidiary	Description	BRI Ownership	Total Asset 9M25
Pegadaian	Market Leader in Pawn Industry	99.99%	128.9 Tn
BRI insurance	General Insurance Provider (property, vehicle, etc)	90.00%	8.3 Tn
PNM	National Leader in Community Based Lending	99.99%	55.7 Tn
BRI ventures		99.97%	2.5 Tn
BRI life		51.00%	27.6 Tn
BRI danareksa sekuritas		67.00%	1.5 Tn
bank raya (BRI group)	Leading Digital Bank Providing Digital Financial Solutions With The Widest Access For Indonesian People	86.85%	13.6 Tn
BRI manajemen investasi		65.00%	361 Bn
BRI finance		99.88%	6.0 Tn
BRI global financial services		100%	59 Bn



% to Total Subsidiaries Assets

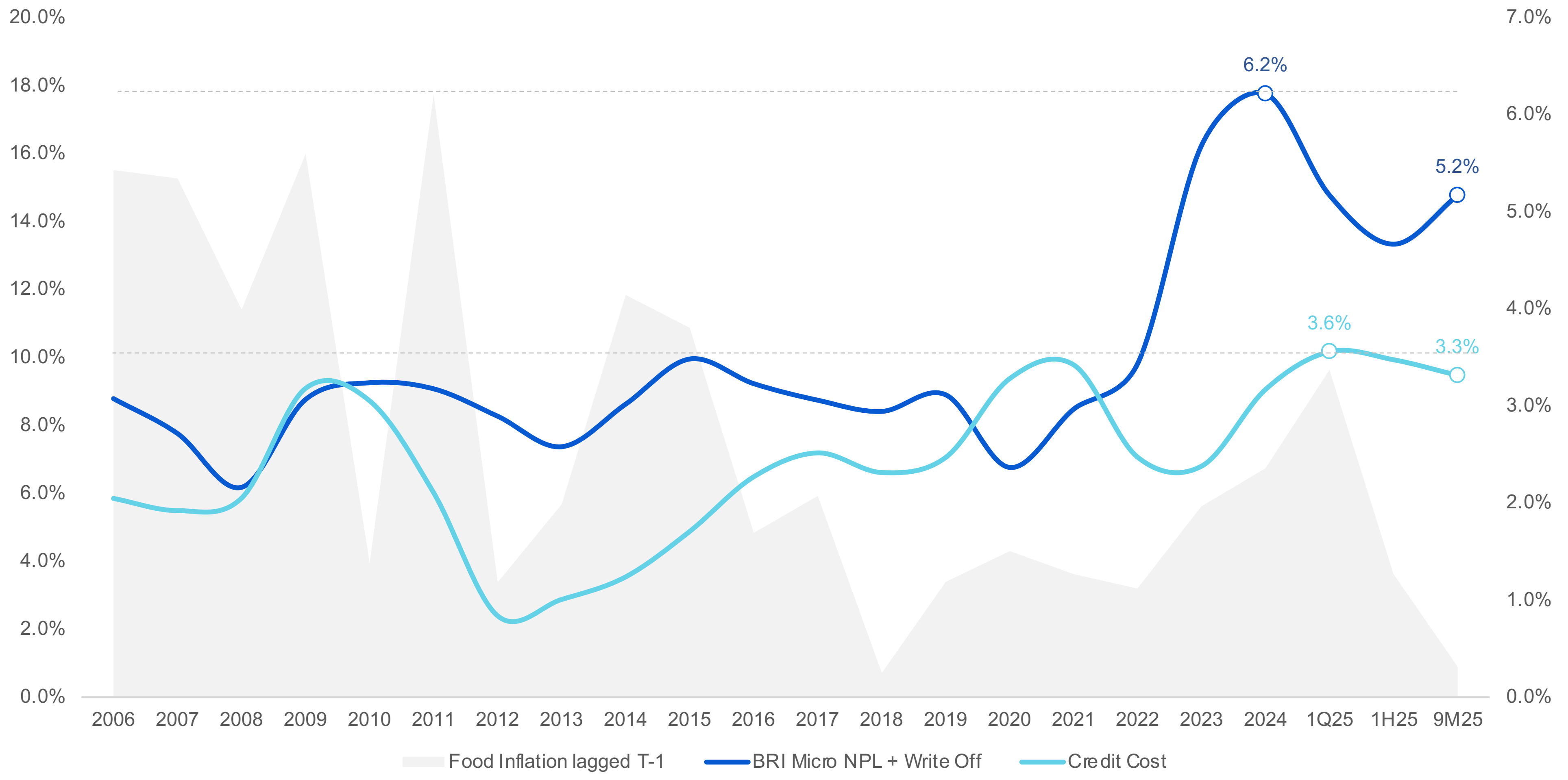


% to Total Subsidiaries Net Profit



MICRO ASSET QUALITY REMAINS ELEVATED, MACRO PRESSURES SUBSIDING

Food Inflation vs Asset Quality vs Credit Cost



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

LATEST REGULATIONS

Indonesia Investment Body

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

Indonesia has amended its State-Owned Enterprise (SOE) governance through Law No. 1/2025, introducing a new institutional model to enhance efficiency and investment flexibility.

Key Changes

- The SOE Ministry was replaced by BP BUMN, a regulatory agency reporting directly to the President, responsible for policy and oversight.
- Danantara Investment Management Agency was established as a sovereign investment entity to manage state capital and optimize SOE performance.
- PT Biro Klasifikasi Indonesia (BKI) was appointed as Danantara's operational holding under Government Regulation No. 15/2025, consolidating Series B shares of major SOEs (Mandiri, BRI, Telkom, etc.) under a single structure. Danantara owns 99% of BKI; BP BUMN retains 1% Series A shares with special rights.

Legal Shift

- SOE profits and losses are no longer classified as state assets, and are now subject to private law.
- The Business Judgment Rule protects directors from criminal liability for good-faith decisions, reducing the risk of criminalization but raising accountability concerns.

Strategic Impact

- Danantara now manages assets exceeding IDR 9,000 trillion, with new funding of IDR 162 trillion and a USD 5 billion investment target in energy, infrastructure, and digital sectors.
- Consolidation improves operational synergy and investor confidence, aligning Indonesia's model with global sovereign wealth fund standards.

2025 KUR Quota

Ref. Coordinating Ministry of Economy Letter No.237 dated December 31st, 2025

The Coordinating Ministry for Economic Affairs of the Republic of Indonesia has set the National KUR disbursement quota of Rp300 Tn for 2025, similar to the 2024 quota. BRI received Rp175 Tn KUR quota, a slight decline from the 2024 revised quota of Rp185.5Tn, with the following breakdown:

- Micro KUR: Rp160 Tn (2024: Rp168 Tn)
- Small KUR: Rp15 Tn (2024: Rp17.5 Tn)

Changes to RRR Incentives

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

- To boost credit growth, BI strengthened the Macroprudential Liquidity Incentive (KLM) by increasing the maximum Reserve Requirement Ratio (RRR) incentive from 400 bps to 500 bps (5% of third-party funds) effective April 2025, for banks financing priority sectors.
- Starting December 1, 2025, BI also introduced an additional 0.5% incentive under the interest rate channel for banks that promptly lower lending rates, bringing the total KLM incentive to 5.5% (5% lending channel and 0.5% interest rate channel). These measures aim to improve liquidity, accelerate credit expansion, and support sustainable economic growth.

Red and White Village Cooperative Program

Under the Investment Agreement between the Ministry of Finance and BRI, surplus state funds are channeled to KDMP and KKMP cooperatives through loans managed by BRI as the Government Investment Operator. Disbursed loans earn a fixed 2% annual return, while undisbursed balances yield at least 80% of the BI Rate. The program supports operational and capital needs under strict governance. In line with PMK No. 49/2025, OJK allows 0% LGD, backed by government guarantees that minimize credit risk. Banks must still apply prudential standards and robust SOPs to ensure compliance. However, a revised scheme is currently under review and being finalized.

The Housing Program Credit Program

The Housing Program Credit aims to strengthen MSMEs in the housing ecosystem through two schemes:

Supply Side

- **Purpose:** To support developers, contractors, and building material suppliers.
- **Loan Type:** : Working Capital & Investment Loan
- **Plafond:** From IDR 500 Million up to IDR Rp. 5 Billion
- **Loan Tenure:** Maximum 4 years for Working Capital, Max. 5 years for Investment
- **Interest:** 7.5 % per year
- **Subsidies Interest:** 5% per year
- **BRI Target Quota:** IDR 1 Trillion

Demand Side

- **Purpose:** To support MSMEs in purchasing or renovating houses.
- **Loan Type:** Investment Loan.
- **Loan Amount (Plafond):** From IDR 10 million up to IDR 500 million.
- **Loan Tenure:** Can exceed 5 years, but interest subsidy applies only for the first 5 years.
- **Interest Rate:** 6% effective per annum for the first 5 years. After 5 years, the floating non-subsidized rate applies.
- **Subsidy Details:** For loans between IDR 10 million – 100 million: 10% subsidy per year. For loans between IDR 100 million – 500 million: 5.5% subsidy per year.
- **BRI Target Quota 2025:** IDR 600 billion.

Danantara Indonesia

BRI NETWORKS

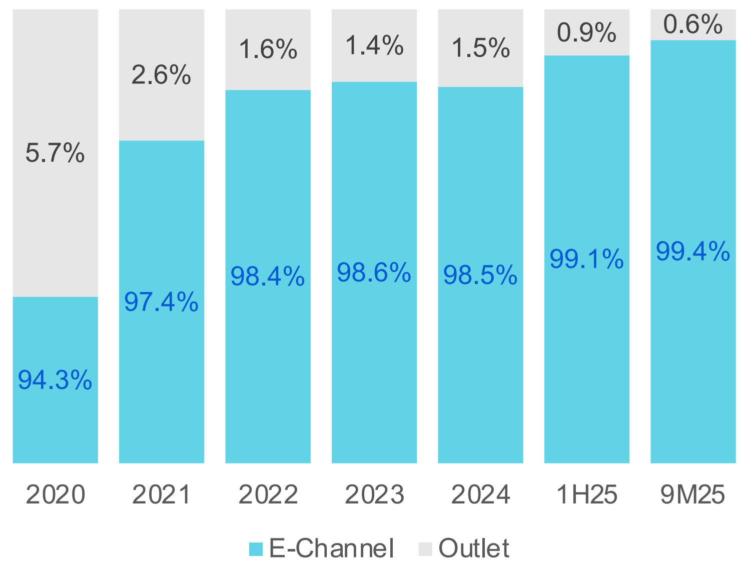
The Most Extensive Network Across Indonesia

Branchless Network	2020	2021	2022	2023	2024	1Q25	1H25	9M25
BRILink Agents	504,233	503,151	627,012	740,818	1,064,219	1,191,077	1,218,236	1,204,210

Office Type	2020	2021	2022	2023	2024	1Q25	1H25	9M25
Head Office	1	1	1	1	1	1	1	1
Regional Office	19	18	18	18	18	18	18	18
Branch Office & Special Branch Office	462	451	449	453	453	454	454	454
Branch Overseas Office	5	6	6	6	6	6	6	6
Sub-Branch Office	608	588	579	556	555	554	554	555
Sub-Branch Overseas Office	3	3	3	3	3	3	3	3
BRI Units	5,382	5,222	5,156	5,117	5,086	5,084	5,083	5,082
Cash Office	547	525	506	505	500	493	492	491
BRI Terrace	1,867	1,697	1,370	977	873	828	801	785
Mobile BRI Terrace	132	132	117	115	69	43	6	6
Ship BRI Terrace	4	4	4	4	4	4	4	4
Total	**9,030**	**8,647**	**8,209**	**7,755**	**7,568**	**7,488**	**7,422**	**7,405**

E-Channel Type	2020	2021	2022	2023	2024	1Q25	1H25	9M25
ATM	16,880	14,463	13,863	12,263	10,663	10,663	10,650	10,650
Merchant**	203,027	265,255	477,301	573,165	725,853	723,147	682,370	667,566
CRM	5,809	7,407	8,007	9,007	9,007	9,007	9,007	9,007
e-Buzz	57	57	57	57	57	56	54	54
Total	**225,773**	**287,182**	**499,228**	**594,492**	**745,580**	**742,873**	**702,081**	**687,277**

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*

BRI CREDIT RATINGS

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

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

S&P Global Rating 2025	
Issuer Credit Rating	BBB/Stable/A-2

PEFINDO 2025	
Final Rating (National Rating)	idAAA, Stable Outlook
Stand Alone Rating	idAA+ (sa)

Danantara Indonesia

130 | BRI

THANK YOU

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