

# Sustainable Transformation to be Stronger and Greater





# Sustainable Transformation to be Stronger and Greater



## 2023 Annual Report

In the midst of global economic uncertainty and geopolitical conditions which create a challenging situation with high risks during 2023, PT Bank Rakyat Indonesia (Persero) Tbk (hereinafter referred to as BRI/Perseroan) succeeded in showing positive performance. This performance is inseparable from BRI's commitment to continue carrying out Sustainable Transformation to Grow Stronger and Greater so that it can continue to contribute to the creation of economic and social values in supporting inclusive national economic growth. The ongoing transformation carried out has enabled BRI to provide the right strategic response amidst an economic situation that is still far from ideal after the Covid19 pandemic period.

The Company is committed to continuing to grow sustainably while remaining focused on transformation in the cultural and digital areas to realize BRI's vision of becoming a "Champion of Financial Inclusion" by 2025.

In line with efforts to realize the vision, BRI optimizes its strengths, focusing on the business escalation period (beyond banking) by optimizing the synergy of Ultra Micro Holding (BRI, PT Pegadaian and PT Permodalan Nasional Madani) supported by a strong customer base to become a new source of growth for BRI, widespread infrastructure and complete financial products and services, as well as strengthening retail banking through value chain business development, improving digital products, and strengthening synergy and cross selling of BRI and its subsidiaries.

Holding Ultra Micro is proof that BRI continues to be proactive in encouraging financial inclusion by facilitating access to financing and social empowerment for the community. In the second year after its founding, Ultra Micro Holding has served more than 37 million customers with financing, savings and insurance products with support to facilitate outreach with the availability of 15,000 work units (BRI Unit 6,700, Pegadaian 4,087 and PNM 4,553) , 1,018 SENYUM (Ultra Micro Service Centers) namely co-location units, more than 740 thousand BRILink Agents and 686 thousand E-channels.

BRI also continues to carry out digital innovation to improve banking services. BRImo as BRI's super app is continuously being improved. In 2023 BRImo has integrated aspects of artificial intelligence, namely chat banking service (Sabrina) and increased cross border transaction and investment capabilities. BRImo has served 31.6 million users (an increase of 32.6% yoy), with 3.1 billion transactions worth IDR 4,159 trillion, which generated IDR 2.4 trillion in fee based income.

Consistency in continuing to innovate and the right strategic response succeeded in making BRI record solid performance with consolidated assets reaching IDR 1,965 trillion or growing 5.3% yoy. BRI's total credit and financing was able to grow 11.2%, amounting to IDR 1,266 trillion. Increasing profitability with good risk management made BRI set a new record for Profit by recording a Net Profit of IDR 60.4 trillion (an increase of 17.5% yoy) at the end of 2023.



# Theme Continuity



**2022**  
Annual Report

**Reach Further,  
Provide Solution,  
Grow Better and Stronger**

One of the Company's visions is to become a "Champion of Financial Inclusion" by 2025. To realize this vision, BRI is penetrating financial products and services in the micro and ultra-micro segments. BRI implements a hybrid bank concept that combines digital and physical services (conventional banking services) to expand reach.

The company's efforts to provide convenience for the public in accessing BRI's financial services include the BRILink Agent service, the BRImo super app, and the SENYUM co-location (Ultra Micro Service Center).

BRI also continued to spur the development of AgenBRILink services to encourage inclusion and services closer to the community. The number of AgenBRILink increased by 24.6% YoY to 627 thousand agents with transaction volume reaching IDR1,298 trillion or growing 13.5% YoY. Currently AgenBRILink services reached 58,896 villages in all corners of Indonesia, or covered at least 77% of the total villages in Indonesia.

BRI continued to carry out a strong commitment to digital transformation to provide easy public access to banking services. One of them was through Super Apps BRImo which received a positive response from the community. This was shown by the volume of financial transactions through BRImo which had more than doubled to IDR2,669 trillion, with the number of transactions reaching 1.83 billion transactions, and BRImo users also shot up 68.46% Year on Year (YoY) to 23,85 million users.

In addition, efforts to expand its reach were also carried out through the Ultra Micro Holding between BRI (as the holding company) and PT Pegadaian and PT Permodalan Nasional Madani (PNM). One year after its establishment, Holding Ultra Micro has successfully integrated more than 34 million ultra micro customers to obtain formal financial services. SENYUM co-location services (Ultra Micro Service Centers) until the end of 2022 have reached 1,013 locations.

Thus, through a hybrid bank strategy that makes BRI's services more extensive and provides convenience, encouraging BRI's business to continue to grow and become more resilient.



## 2021 Annual Report

### Digitalization: Go Smaller, Go Shorter, Go Faster, Go Cheaper

In the midst of the economic recovery, PT Bank Rakyat Indonesia (Persero) Tbk. (BRI) managed to maintain performance fundamentals to grow in a healthy, strong and sustainable manner. BRI's success in recording this brilliant performance became the result of a transformation strategy prepared since 2016 through the grand concept of BRIVolution 1.0. The program was started in 2017 and had been implemented until 2020.

Since the onset of the pandemic, the transformation continued to become BRIVolution 2.0 focusing on two main areas, namely digital and culture. BRI's vision was also changed to become The Most Valuable Banking Group in Southeast Asia. In addition, another focus was to become the Champion of Financial Inclusion. This was to restore BRI's focus on its pathway in the MSME segment, including the Ultra Micro (UMi) business.

Champion of Financial Inclusion was intended to maintain the company's sustainable growth. BRI looked for new sources of growth. With a go smaller strategy, BRI targeted a business segment smaller than micro, namely ultra micro by extending credit with a smaller ticket size. BRI provided short tenors as needed or go shorter. In addition, BRI strengthened the digitization of its financial services so that services and business processes could go faster. That way, BRI can serve the community by providing wider, easier, faster and more affordable financial access.

To provide banking services to various regions by Go Smaller, Go Shorter & Go Faster, BRI digitalization was carried out by referring to 3 (three) main frameworks, namely first, Digitizing Core or digitizing business processes with the aim of increasing productivity and focusing on efficiency. Second, Digital Ecosystems in which BRI prepared digital platforms to encourage BRI to enter the value chain ecosystem business so that it was expected to be a new source of growth for CASA, FBI and BRI's new customers. Third, New Digital Propositions, in which BRI innovated financial technology with a fully digital approach and new business models that could provide services to customers faster, better and more efficiently.

Through the transformation as well as the go smaller, go shorter and go faster strategy supported by digitalization, BRI had proven to be able to show solid performance by recording consolidated assets of IDR1,678.10 trillion or growing 4.23% YoY. As for the total credit and financing of the BRI Group, it reached a thousand trillion rupiah exactly at IDR1,042.87 trillion. The proportion of BRI's MSME loans continued to climb, with 83.86% of BRI's total lending being channeled to the MSME segment. This figure became an increase compared to the same period last year, and BRI would continue to increase this proportion to reach 85% by 2024.



2020  
Annual Report

## Changing Adversities to Will-Power

BRI has navigated an extensive journey of 125 years in fostering economic growth and the ever-growing development of customers from small segments across Indonesia. Within the span of its milestones, BRI is committed to delivering services to micro, small, and medium enterprises (MSMEs). BRI consistently provides excellent services to the largest economic segment in which mostly are carried out by the majority of Indonesians. This is done by fostering, empowering and supporting them in optimizing their competencies, which eventually will enhance the welfare of their families and surrounding communities.

BRI's consistency has delivered large numbers of upgraded MSMEs that are annually increasing. This is achieved even in its 125th of journey, during the pandemic, the toughest period that evolved the dynamics of life and economies of all communities. BRI stands tall at the forefront, provides the best support for all its customers. Particularly for MSMEs customers that are suffering from the decline in their revenues caused by socio-economic restrictions.

Upholding the vision to become "The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion" in 2025, BRI realized brilliant breakthroughs in overcoming

aggravating business conditions, which limit the mobility of all business practitioners in interacting and promoting its products. BRI swiftly realized loan restructuring programs while at the same time optimizing its excellent infrastructure and information technology-based service products. BRI is progressively established a digital technology-based business ecosystem, which allows all business customers to be connected with consumers across the country, even to various foreign countries. BRI has turned difficulties into business development opportunities and is making creativity in optimizing the digital ecosystem a place to deliver resilience in overcoming all business challenges.

Backed by consistent efforts in fostering the MSMEs growth and development, BRI was able to successfully maintain its position as the largest bank in Indonesia with consolidated assets of Rp1,511.81 trillion and a strong level of capital. Today and going forward, BRI will remain consistent with its commitment to support, foster, empower, and continue to provide the best service to the MSMEs segment. BRI is determined to continue to increase the MSMEs portfolio hence to be able to deliver the best contribution to the majority of community and persevere the nation's economic resilience.



**2019**  
Annual Report

## Continuously Fostering and Empowering Micro and Small Enterprises Deepening Their Role for the Nation

BRI has forged a long-standing history of providing banking and financial services to the small-scale economic segment in Indonesia. In 2019, the Bank reached its 124th year of operations, unwavering in its commitment to catering to the needs of micro, small, and medium enterprises (MSMEs). It is likely that BRI is one of the few banks in the world that consistently endeavors to provide the best services to this particular segment and to ultimately drive the people's economy, as evident from the growing number of MSME customers that graduate to a higher segment every year. Honoring BRI's antecedents and its upcoming 125th anniversary in 2020, this year's annual report carries the theme of 'continuously growing and empowering micro and small enterprises, deepening their role for the nation'.

BRI has put many actions in place and will continue to do so to realize its vision of being the Most Valuable Bank in Southeast Asia and Home to the Best Talent. It has proven capacity as a

development agent and as a financial intermediary institution. Amid credit and thirdparty funds slowdown in 2019, BRI was able to maintain a higher than industry growth in both aspects.

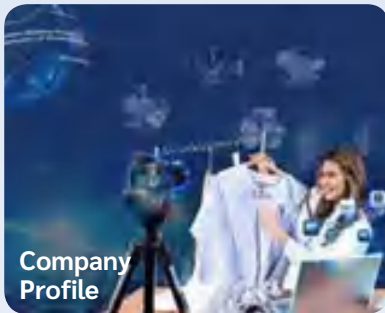
BRI's strong commitment to providing the best services and to deliver optimal results has taken the Bank to the next level of performance. BRI successfully maintained its position as Indonesia's largest bank with Rp1,416.8 trillion in assets in 2019. In the same year, the Bank brought home numerous acclaims from reputable, independent institutions for its products and services. BRI also proactively supported the government's programs, such as programs on financial inclusion, channeling of subsidized micro loans (KUR), and the disbursement of non-cash social assistance. These positive results are attributed to BRI's discipline in implementing the principles of sustainable finance and good corporate governance.



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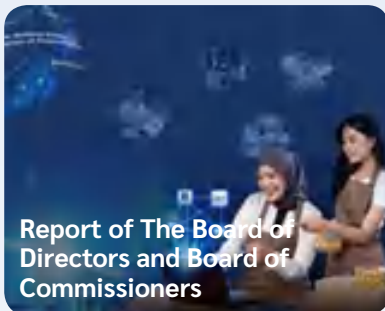


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# Company at A Glance

## BUSINESS SEGMENT



## MAIN PRODUCTS AND SERVICES



Savings Products



Loan Products



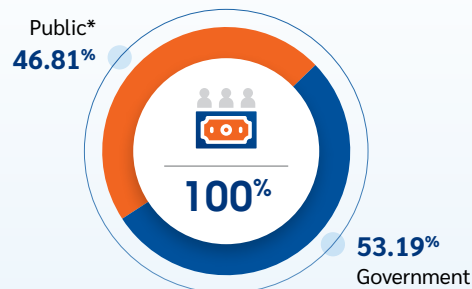
Banking Services



## SUBSIDIARIES

PT Bank Raya Indonesia Tbk ( <b>Raya</b> )	86.85%
BRI Global Financial Services Co. Ltd. ( <b>BRI Global Financial Services</b> )	100.00%
PT Asuransi BRI Life ( <b>BRI Life</b> )	54.77%
PT BRI Multifinance Indonesia ( <b>BRI Finance</b> )	99.88%
PT BRI Danareksa Sekuritas ( <b>BRI DS</b> )	67.00%
PT BRI Ventura Investama ( <b>BRI Ventures</b> )	99.97%
PT BRI Asuransi Indonesia ( <b>BRI Insurance</b> )	90.00%
PT Pegadaian	99.99%
PT Permodalan Nasional Madani ( <b>PNM</b> )	99.99%
PT BRI Manajemen Investasi ( <b>BRI MI</b> )	65.00%

## SHAREHOLDERS



\* Includes treasury stock of 0.51%

## AFFILIATE COMPANY

PT Bahana Artha Ventura ( <b>BAV</b> )	15.10%
PT Kustodian Sentral Efek Indonesia ( <b>KSEI</b> )	3.00%
PT Pemeringkat Efek Indonesia ( <b>Pefindo</b> )	0.18%
PT Bank Syariah Indonesia Tbk. ( <b>BSI</b> )	15.38%



# Milestones



## 1895

On 16 December 1895, Raden Aria Wiriarmaja founded De PoerwokertoscheHulp en Spaarbank der Inlandsche Hoofdenin Purwokerto as a mosque fund manager whose function was to manage and disburse funds to the people through a simple scheme. The institution experienced several name changes, from Hulp en Spaarbank derInlandshe Bestuurs Ambtenareen (1895), De Poerwokertosche Hulp Spaar-en Landbouw Credietbank or Volksbank, to Centrale Kas Voor Volkscredietwezen Algemene (1912). In 1934 the name was again changed, to Algemene Volkscredietbank (AVB). During the Japanese occupation period, AVB was known as Syomin Ginko (1942-1945).

## 1946

On 22 February 1946, the Government of Indonesia, by virtue of Government Regulation No. 1 of 1946, changed Syomin Ginko into Bank Rakyat Indonesia (BRI), a government owned bank with the front-line role of supporting national economic development.

## 1960

The government changed BRI into Bank Koperasi Tani Nelayan (BKTN).

## 1968

Based on Law No. 21 of 1968, the Government reestablished the name Bank Rakyat Indonesia with a commercial bank status.

## 2009

Real-time online interconnection with the whole works unit, numbering 6,480 outlets at the time.

## 2007

RI acquired Bank Jasa Artha, later changed into PT Bank BRISyariah.

## 2003

On 10 November 2003, BRI became a Publicly listed Company by listing its shares on the Jakarta Stock Exchange (now Indonesia Stock Exchange/ IDX) with ticker code "BBRI." Now BRI is part of the LQ-45 share index and also one of the bluechip companies on IDX.

## 1992

According to Republic of Indonesia Government Regulation No. 21 of1992, BRI changed its legal status to PT Bank Rakyat Indonesia (Persero).

## 1984

Following the closing of Bimas program by the Government, BRI started to manage the micro business commercially, distributed through BRI Units.

## 1969

BRI was appointed by the Government as the only bank to disburse loan program Mass Assistance (Bimas) and started to establish BRI Units.

## 2011

- On 11 January 2011, the Bank exercised a 1:2 ratio stock split
- On 3 March 2011, the signing of a Deed of Acquisition of shares of PT Bank Agroniaga Tbk between BRI and Dana Pensiun Perkebunan (Dapenbun).
- On 16 December 2011, the signing of Instrument of Transfer, and Bought and Sold Notes between BRI and PT Asuransi Jiwa BRIngin Jiwa Sejahtera over the shares of BRIngin Remittance Co. Ltd. (Hong Kong).

## 2013

BRI Hybrid Banking, the first self-service banking in Indonesia.

## 2014

- BRI's ATM network continues to increase, reaching 20,792 ATM units and 131,204 EDC units – constituting the largest ATM and EDC network in Indonesia.
- BRI signed the BRI Satellite (BRISat) Satellite Procurement and Launcher Agreement with Space System/ Loral (SSL) and Arianespace on 28 April, 2014.

## 2015

- In 2015, BRI opened Singapore Overseas Unit and acquired PT Asuransi Jiwa Bringin Jiwa Sejahtera (Bringin Life).
- On 4 August 2015, BRI launched Teras BRI Kapal to reach out to people living in coastal areas that are underserved by banking services.
- BRI also inaugurated BRI Corporate University to provide comprehensive facilities for employee education.

## 2016

- BRI's own satellite, the BRISat, was successfully launched on June 18, 2016, at 18:38 Kourou Time, French Guiana. BRISat will provide the supporting infrastructure for BRI's digital services.
- BRI acquired BTMU Finance, a multifinance company, and subsequently changed its name to BRI Finance.
- BRI inaugurated a full digital branch at Terminal 3, SoekarnoHatta Airport, and launched several programs concerning digitalization for SME, such as e-Pasar, Teras BRI Digital. 1 Million Free Domain for MSMEs, and Rumah Kreatif BUMN.

## 2018

- To enhance its customer service BRI launched Sabrina, an Artificial Intelligence as BRI New Assistance to facilitate the customers in getting information on the Bank.
- BRI encouraged the MSME to Go Digital by launching the Indonesia Mall, cooperating with the market place startups thereby providing the MSME communities the opportunities to sell their products in wider market.
- BRI issued the following bonds:
  - Bank BRI Shelf Registration Bonds II Phase IV 2018 Series-A, maturity on 21 February 2023, with nominal value of 1,837,000,000,000 shares and coupon/discount rate of 6.65%, with AAA credit rating from Pefindo.
  - Bank BRI Shelf Registration Bonds II Phase IV 2018 Series-B, maturity on 21 February 2025, with nominal value of 605,000,000,000 shares and coupon/discount rate of 6.90%, with AAA credit rating from Pefindo.
  - Bank BRI Registration Bonds III 2018, maturity on 21 June 2023, with nominal value of 500,000,000,000 shares and coupon/discount rate of 7.70%, with AA credit rating from Pefindo
- BRI has exercised three new equity investments, which are 2 (two) new subsidiaries, PT BRI Ventura Investama (BRI Ventures) and PT BRI Danareksa Sekuritas (DS), as well as investment in PT Danareksa Investment Management (DIM). On these equity investments, total Subsidiaries of BRI become 8 (eight) Subsidiaries, namely Sharia (BRISyariah), Conventional Bank (BRI Agro), Remittance (BRI Remittance), Insurance (BRI Life), Multifinance (BRI Finance), Venture Capital (BRI Ventures), Securities (BRI Danareksa Sekuritas), and General Insurance (BRI Insurance).
- BRI also launched the BRI Institute as a manifestation of Bank BRI's effort in the National Capacity Building for MSMEs segment.

## 2017

- BRI began operating Timor Leste Overseas Unit on 14 March 2017
- On 24 February 2017 BRI officially launched Teras BRI Kapal Bahtera Seva II and Teras BRI Kapal Bahtera Seva III to reach communities in the coastal areas of Labuan Bajo and Halmahera Island.
- BRI Extraordinary General Meeting of Shareholders ("EGMS") held on 18 October 2017 has approved the stock split from Rp 250,- (two hundred fifty Rupiah) per share to Rp 50,- (fifty Rupiah) per share (Ratio 1:5) and began its trading on 10 November 2017, the 14th Anniversary of BRI's listing at the stock exchange.



## 2019

- BRI through its subsidiary BRI Agro launched PINANG, the First Digital Lending Banking in Indonesia. By combining digital technology, PINANG speeds up the application process to disbursement to less than 10 minutes. Applications can be made through branchless methods. Using a fast, affordable, and secure process, as well as a competitive ceiling, PINANG will provide extra convenience for customers to apply for loans.
- BRI has acquired companies engaged in General Insurance, PT. Bringin Sejahtera Artha Makmur (BRINS), this acquisition is a strategic step for the company to become an integrated financial solution that will further complement the financial services owned by the BRI Group.
- On March 28, 2019 BRI issued a (sustainability bond) with a nominal value of USD 500.000.000 (full amount) for a period of 5 years. Proceeds from the bond issuance were used to fund Eligible Projects in accordance with the Sustainability Framework.
- BRI has launched its latest digital banking breakthrough to provide convenience and security in banking transaction services. BRI launched the BRImo application, the latest BRI Mobile application based on data with the latest UI/UX (User Interface/ User Experience) and the latest features that can be used by customers and noncustomers without having to come to the branch office with a choice of funding sources current account, savings and Electronic Money for each of its features. BRImo has various interesting advantages, such as convenience in opening a BRI Britama Muda Savings account, login applications using finger print or face id recognition, checking of account transactions up to the last 1 year, the use of account aliases and access to information on BRI Bank promos. Until December 2019 there have been 2.96 million BRImo users.
- On 12 December 2019, BRI made a breakthrough innovation in its financial products and services to establish itself as a leading financial institution in digital banking in Indonesia. The latest one, BRI launched an online loan called CERIA. Through this launch, BRI became the first state-owned bank to have an online loan application.
- In addition to innovating through various digital banking products development, during 2019 BRI also continued to empower the MSMEs through KUR disbursement of Rp87.9 trillion to more than 4 millions of them. Of the total KUR disbursed during 2019 by BRI, Rp75.7 trillion or 86.1% were disbursed specifically for the micro segment. As such, since 2015, BRI has succeeded in disbursing KUR with a total value of Rp323.4 trillion to more than 16.6 million MSMEs communities throughout Indonesia.

## 2020

BRI actively becomes the Government main partner in implementing the National Economic Recovery Program (NER) which have rendered positive impact, not only for the debtors that mostly are MSMEs, but also to the Company. As of December 2020, the following are NER programs carried out by the Company:

1. Distribution of MSME Credit in the framework of Accelerating National Economic Recovery. In accordance with the target set by the Government of IDR 45 trillion (3 times) from Placement of Government Funds;
2. Lending with guarantee scheme for small and retail segments amounted to Rp8.73 trillion to more than 14 thousand Debtors;
3. Disbursement of MSME Loan Interest Subsidies amounted to Rp5.47 trillion to more than 6.5 million beneficiaries;
4. Disbursement of Micro Business Productive Assistance (BPUM) amounted to Rp18.64 trillion to more than 7.7 million micro business;
5. Disbursement of KUR Super Micro amounted to Rp8.66 trillion to more than 985 thousand debtors;
6. Disbursement of salary subsidies of Rp6.45 trillion to more than 5 million beneficiaries.

In addition, as a recovery effort to the debtors impacted by the COVID-19, as of December 2020, BRI has carried out restructuring amounted to Rp186.6 trillion to 2.8 million debtors, where 95% included as debtors from Micro, Consumer, Small and Medium segments.

- To provide customer transactions convenience during the pandemic, BRI launch the following digital innovations :
  - Launching of BRImo New Look
  - Launching of Pasar.id. The social distancing and Large Scale Social Restrictions has limited the activity in the market, resulting in profitability declined for the traders. BRI helps the "Survival Mode" of Traditional Market by introducing online shopping (through WA, Website, Mobile Apps, or start-ups cooperation).
  - Launching of Digital Saving. BRI launch digital account opening service through Digital Saving Platform that are accessible through BRI channels or cooperating third parties. The platform uses 2 technologies, namely face recognition and digital signature, hence providing a branchless facility for customers.
- Launching of the Indonesian Banking Professional Certification Agency (BRISLP).
- Launch of BRI Micro & SME Index (BMSI). The launch of BMSI is BRI's concern for the activities of Indonesian MSMEs to become information. BMSI is the first leading indicator in Indonesia to measure MSME activities which one day will be useful for public policy.

## 2021

- Throughout 2021, BRI successfully carried out 3 (three) major corporate actions to support sustainable growth. These three major corporate actions became part of BRI's business growth which was carried out inorganically and in the value creation process. The 3 (three) corporate actions included:
  1. Consolidation of Bank Syariah Indonesia (BSI) with an increase in the price of BRIS shares up to four times since the consolidation process.
  2. Increased BRI Life valuation through partnership with FWD Financial.
  3. Establishment of an Ultra Micro Holding with Pegadaian and PNM with a total Right Issue value of IDR95.9 trillion consisting of IDR54.7 trillion in the form of government non-cash participation in the form of Pegadaian and PNM shares, and IDR41.2 trillion in cash proceeds from shareholders public. This achievement marked history as the largest right issue in the Southeast Asia region, ranked third in the right issue in Asia, and number seven worldwide.
- BRI opened its sixth overseas outlet, namely a Branch Office in Taipei, Taiwan located at No. 166, Sec. 3, Nanjing East Road, Zhongshan District, Taipei City, Taiwan. The operation of the BRI Taipei Branch (BRITW) started operating on Tuesday, November 30, 2021. The BRI Taipei Branch had also obtained an operational permit as a Full Retail Foreign Bank Branch Office License by the Taiwanese authorities. With this license, BRI Taipei Branch could provide Savings, Loans, Remittances, Trade Finance, and Treasury services to customers in Taiwan.

## 2022

In 2022 BRI continued to develop its business in a number of ways:

1. Mengakuisisi Danareksa Investment *Management* untuk terus Acquiring Danareksa Investment Management to continue to make the BRI Group a one stop financial solution for the people of Indonesia.
2. Launching the Qlola by BRI product as an Integrated Corporate Solution Platform with just a single sign on login.
3. Being more consistent in supporting Indonesia's financial inclusion through:
  - BRILink agents reached 627 thousand agents and are spread over >58 thousand villages or cover >77% of villages in Indonesia.
  - Super Apps BRIimo which already had 23.85 million users and made BRIimo the banking app with the largest users in Indonesia.
  - Presenting >1,000 Senyum Outlets to facilitate access for customers of the Ultra Micro ecosystem in one door that successfully integrated >34 million customer data.

## 2023

- Evidence of the success of BRI's digital transformation can be seen from the number of BRIimo users at the end of 2023 reaching 31.6 million users, an increase of >10 times in just 4 years, making BRIimo the most downloaded mobile banking in Indonesia. Apart from that, in 2023 BRIimo's transaction volume will grow extraordinary to reach IDR4,159 trillion.
- 2 years into the establishment of Ultra Micro Holding, it has succeeded in serving 37 million MSME customers with total credit financing reaching IDR494.78 trillion through 1,018 Senyum Outlets.



## Our Best Contribution

# Ultra Micro Holding Development



As of September 13, 2021, Ultra Micro Holding has been operating for 2 (two) years with very encouraging results. Ultra Micro Holding successfully served more than 37 million MSME customers, growing 4,68% year-on-year (yoy), with total outstanding loans and financing reaching IDR611,2 trillion, an increase of 11,10% yoy. BRI (focusing on individual customer loans) succeeded in disbursing loans with an outstanding amount of IDR496,69 trillion to 14.0 million debtors. On the other hand, Pegadaian, with its focus on pawning, succeeded in recorded a total outstanding amount of IDR67.6 trillion to 7.7 million debtors. Meanwhile, PNM, with its group financing through Mekaar, succeeded in recorded an outstanding IDR42.0 trillion to 15,1 million debtors.

Throughout the Ultra Micro Holding journey, the quality of financing has been well maintained through several things as follows:

1. Applying prudential principles in granting loans, efforts made to improve loans quality include implementing a loans granting process involving data analytics to strengthen credit scoring and early warning systems.
2. Increasing the capabilities of marketers as financial advisors to assist Ultra Micro customers.
3. Providing education to Ultra Micro customers through several empowerment programs.





Ultra Micro Holding Synergy was implemented through a joint strategic initiative, to strengthen the resilience of MSMEs and accelerate Financial Literacy and Inclusion with a more complete journey for Ultra Micro customers in reaching BRI Group financial services. These strategic initiatives include:

1. Ultra Micro Customer Empowerment

Through implementing programs to increase financial literacy and inclusion in collaboration with the Government and third parties with the aim of upgrading Ultra Micro customers, including:

- The creation of Business Identification Numbers (NIB) reached 893,248.
- UMi Simpedes account opening inclusions reached 13.5 million.
- BRILINK Mekaar in the Mekaar group was 151 thousand.

2. Implementation of Work Unit co-location (SenyuM)

Until the end of the fourth quarter of 2023, 1,018 SenyuM work units were present. In the future, BRI plans to add more SenyuM outlets to expand the reach of BRI, Pegadaian and PNM services by utilizing a network of 3 (three) entities, while still prioritizing efficiency.

3. Utilization of Analytics Data

It was recorded that by the end of the fourth quarter of 2023, 34,7 million Ultra Micro holding customers had been successfully integrated into the BRI database and used for BRI Group business expansion. Furthermore, the integrated big data will continue to be optimized through data analytics with the application of machine learning (AI) so that it can provide more precise recommendations regarding what financial products and/or services are appropriate to offer to ultra-micro customers according to their needs.

4. SenyuM Mobile

SenyuM Mobile is a cross selling application used by marketers (BRI, Pegadaian, and PNM), BRILink Agents, and Pegadaian Agents in the acquisition and marketing of products from 3 (three) business entities. Currently, since September 30, 2023, SenyuM Mobile has also had a scope-up so that the application can also be used by end users (SenyuM Mobile Self-Serve) to access more complete products, including loans, savings and investment products offered by the three entities. The SenyuM mobile application has been released, so that it can be accessed by 77 thousand Marketers from 3 (three) entities, 740 thousand BRILink Agents, and 19 thousand Ultra Micro segment customers directly, which can be downloaded from the Google Play Store.

5. Business Process Improvement

To improve the quality of Pegadaian and PNM business, the main focus is placed on efficiency by using digitalization in business process flows. During 2023, BRI Holding had also digitized business processes by encouraging cashless disbursement, especially in PNM customers. The implementation of cashless disbursement will not only encourage customer digital financial inclusion, but also increases business efficiency and perfect the company's risk management.

6. Internalization of SOEs Core Values (AKHLAK)

Through the Culture Activation Program (CAP) "BRIGADE MADANI", which is a joint commitment between 77 thousand marketers in 3 Ultra Micro Holding entities to accelerate the achievement of Key Performance Indicator (KPI) targets set by the Government through the Ministry of SOEs.

With various initiatives and enablers that have been prepared by the 3 (three) Ultra Micro Holding entities, the mandate from the Government through the Ministry of SOEs to Ultra Micro Holding was to contribute to the national Financial Inclusion Target targeted at 90% by 2025. As an illustration, the Government was targeting 2024, The total number of new account openings for ultra-micro segment customers was 7.8 million savings accounts. As of December 2023, 13.5 million UMI simpedes accounts have been formed. Apart from that, there are 1.2 million Ultra Micro customers who have upgraded from group customers at PNM Mekaar to individual customers at Pegadaian and BRI. Through a comprehensive customer journey, UMI Holding will continue to encourage customer graduation as its capabilities increase. This shows that Ultra Micro Holding can carry out the Government's mandate better.

Regarding the distribution of Ultra Micro Financing, there were challenges faced by Ultra Micro Holding in reaching the Ultra Micro Community, including:

a. Accessibility for customers in underdeveloped, frontier, outermost areas.

Ultra Micro Holding has provided the largest and most widespread conventional and e-channel network throughout Indonesia consisting of 7,755 Work Units belonging to BRI, 4,553 PNM and 4,087 Pegadaian. Then, supported by an e-channel network of 741 thousand BRILink Agents, more than 200 thousand EDC Merchants, and 21 thousand ATM and CRM e-channels, 73,6 thousand Marketers, as well as the BRIMO and Smile Mobile Applications to be able to reach and serve Ultra Micro customers. This required support from the Government to provide infrastructure in the underdeveloped, frontier, outermost areas, making it easier for customers to access the financial services that Ultra Micro Holding has prepared, and equal access for Ultra Micro segment customers.

b. Cost Efficiency

Managing the Ultra Micro ecosystem, with a total of tens of millions of customers, required enormous resources. With the establishment of Ultra Micro Holding, it is hoped that Pegadaian and PNM can synergize with the BRI group, so that efficiency can be obtained while still prioritizing service to Ultra Micro customers.

Against this condition, there needs to be support from the Regulator to be able to provide relaxation of policies related to the financial sector, especially in serving Ultra Micro Holding customers.



# Environmental, Social, and Governance (ESG/LST)

As a form of BRI's support for Sustainable Finance, BRI already had strategic initiatives in the fields of Environment, Social and Governance (ESG) both in the Company operational and business activities. BRI consistently maintains the Company's good performance in implementing Sustainable Finance and contributing to the achievement of Sustainable Development Goals (SDGs). Efforts to accelerate the achievement of this were carried out through the alignment of corporate strategy, fulfillment of stakeholder expectations and the initiation of ESG which referred to national, regional and global standards. During 2023, BRI strengthens its commitment by joining the United Nations Global Compact (UNGC), determining a baseline year in efforts to reduce the company's greenhouse gas emissions, and determining Net Zero Emission Targets in 2050. As a result, BRI maintains this performance which is reflected in the ESG rating score from international rating agencies such as S&P Global, MSCI, and Sustainalytics.



## Environment

- **2,045,658** seedlings have been planted through the BRI Menanam program.
- **21** BRINita locations (BRI Farming in the City).
- **101** Locations of the River Guard Program, Protect Life.
- **64,601** Tree/Mangrove Planting.
- Development of an Integrated Waste Management Site



## Education

- **2,190** Scholarships for students and college students.
- **160** School Renovations through the This is My School Program.





In 2023, BRI has implemented several ESG programs, including:

1. Distribute credit to the Sustainable Business Activity Category, both the MSME sector and Environmentally Friendly Business Activities (E, S).
2. Issued Green Bonds amounting to IDR 6 Trillion (E).
3. Committed to Science-Based Target Initiatives (SBTi) related to greenhouse gas emission reduction targets (E).
4. Set year 2022 as the baseline year in efforts to reduce the company's greenhouse gas emissions (E).
5. Determining Net Zero Emission Targets in 2050 (E).
6. Publishes Task Force on Climate-Related Financial Disclosures (TCFD) Report (E).
7. Installing solar panels at the BRI office (E).
8. Join the United Nations Global Compact (UNGC) (G).
9. Issue policies related to the implementation of Human Rights Principles in Employment (S).

BRI continues to be committed to implementing Social and Environmental Responsibility Programs to empower communities and move the wheels of the economy. BRI Peduli focused on empowering MSMEs, Environment, Education and Health..



### Health ● ● ●

- 218 Ambulances for the community.
- 153 Renovation, Construction and Assistance for Health Infrastructure.

### Empowerment of MSMEs ● ● ●

- Development of Women's Groups in Indonesia.
- Development of Infrastructure, Facilities and Training for BRILiaN Villages in Indonesia.





# Bank with the Largest Sustainable Business Portfolio in Indonesia



BRI continues to strengthen the application of environmental, social and governance (ESG) aspects comprehensively in business activities and operations.

## Sustainable Business Activities

### Sustainable Funding Portfolio

**IDR 39.6** trillion

ESG - Based Bond Portfolio

**57.9%**

Of the total corporate bonds issued by BRI

### Sustainable Financing Portfolio

**IDR 777.28** trillion

Sustainable financing portfolio consisting of sustainable credit distribution and investment in ESG -based corporate securities

**67.1%**

of total credit and BRI corporate bond investment

Continuing credit distribution

**IDR 772.74** trillion

ESG -based corporate bond investment

**IDR 4.54** trillion

## BRI Sustainability Journey



- 2017**
- Issued internal ESG Policies (General Sustainable Finance & CPO Policy)
  - First Mover on Sustainable Banking

- 2013**
- Published 1<sup>st</sup> Sustainability Report

- 2020**
- Conducted Green House Gas (GHG) Emission Calculation

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

- 2022**
- Established ESG Roadmap
  - Issued Green Bond (IDR 5 Tn)
  - Signatory of Partnership for Carbon Accounting Financials
  - New Green office Building
  - BRI Menanam Program
  - Pulp & Paper Loan Policy
  - Conducted Financed Emission, Calculation

- 2021**
- Established The Ultra Micro Ecosystem
  - Established Dedicated ESG Work Unit
  - Established ESG Committee
  - Constituent of Indonesia ESG Leader Index



# Empowerment and Mentoring of MSMEs



BRI actively empowers MSMEs with empowerment programs including:

- **Desa Brilian**

Desa BRILiaN is a Village Empowerment Program based on 4 (four) pillars, namely Village-Owned Enterprises (BUMDES), Digitalization, Innovation and Sustainability. Desa BRILiaN Program aims to produce role models in village development through the implementation of superior village leadership practices and a spirit of collaboration to optimize SDG-based village potential. The Empowerment Objects in the Desa BRILiaN Program consist of the Village Head and his staff, the Director of Village-Owned Enterprises and administrators of Village-Owned Enterprises, Representatives of the Village Consultative Body (BPD) or Community Figures, Representatives of Business Groups (Klaster) and Young Entrepreneurs (Karang Taruna, Pokdarwis and the like). Currently there are 3,178 BRILiaN Villages spread throughout Indonesia as a form of village ecosystem empowerment.

- **Rumah BUMN**

Rumah BUMN is a forum for SOE collaborative steps in forming a digital economy ecosystem through coaching MSMEs to increase their capacity and capability. MSMEs that are supported by Rumah BUMN will receive empowerment tailored to the level of MSME entrepreneurship. The presence of Rumah BUMN is a catalyst for MSMEs to move up a class towards Go Modern (change in entrepreneurial mindset), Go Digital (use of social media), Go Online

(using e-commerce) and Go Global (ready to export). Currently BRI has 54 Rumah BUMN which are business development places for more than 418 thousand BRI MSME players and have received more than 12 thousand training sessions.

- **Klasterku Hidupku xxx**

Klasterku Hidupku is an empowerment program for business clusters/groups through institutional development and collaboration, so that they can increase business class and have wider market access. Of the 23,243 business clusters supported by BRI, 1,897 have received empowerment in the form of training and assistance with productive infrastructure.

- **UMKM EXPO (RT) BRILLIANTPRENEUR 2023**

UMKM EXPO (RT) BRILLIANTPRENEUR 2023 is a BRI activity that aims to bring MSME players to the next level and expand their business to international markets. This activity is also BRI's contribution to improving the National Working Hours Balance, to strengthening the Trade Balance, in line with efforts to increase labor-intensive MSMEs. MSME EXPO(RT) BRILLIANTPRENEUR 2023 involves new young entrepreneurs who will be able to support and encourage the Indonesian economy, as well as support BRI in realizing the Golden Indonesia Vision 2045 to make Indonesia a high-income developed country.



## 2023

- Channeling credit to the category of Sustainable Business Activities (KKUB), both the MSME sector and environmental insight activities (KUBL) (L, S)
- Issuing Green Bond worth IDR 6 trillion (L)
- Committing to Science-Based Target Initiatives (SBTI) related to the target of decreasing greenhouse gas emissions (L)
- Determine the baseline year in an effort to reduce the company's greenhouse gas emissions, namely 2022 (L)
- Determine Net Zero Emission Targets in 2050 (L)
- Publish a Task Force on Climate-related Financial Disclosures (TCFD) report
- Conduct solar panel installations in the BRI (L) work unit
- Join the United Nations Global Compact (UNGC) (T)
- Publish policies related to the application of the principles of human rights in employment (S)

## Empowering Women Through Ultra Micro Ecosystem

### Number of Female Debtors

15.1 million

Through PNM Mekaar, the UMi ecosystem provides access to capital, coaching and capacity building, especially for housewives.

### Account Officer Mekaar

+41,800

### Total Mekaar Outstanding

IDR 42.0 trillion



# Digital Transformation

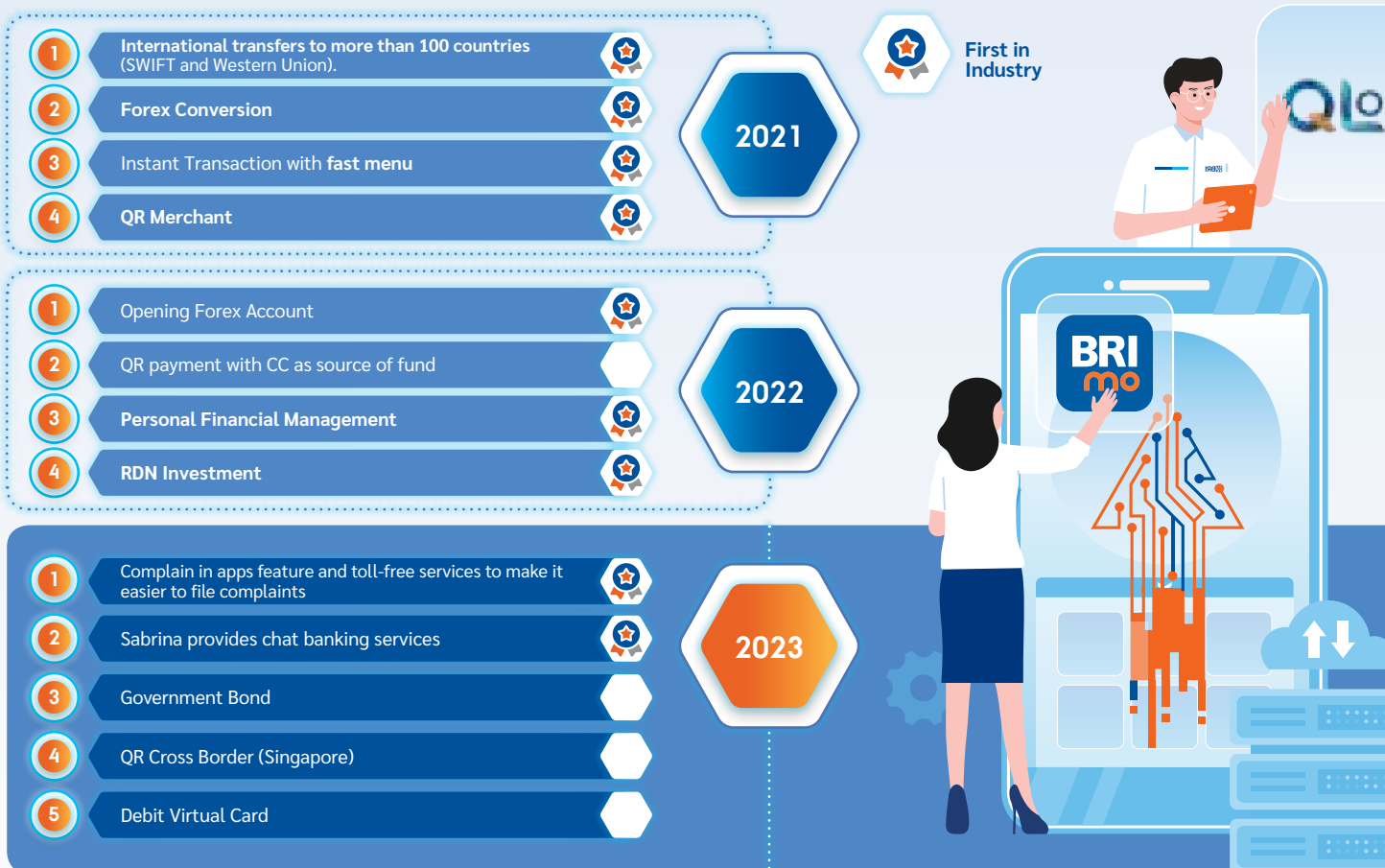


## BRImo SuperApps

The development of digital economic and financial transactions has experienced a big leap in recent years. Strong support for financial technology innovation has triggered a significant transformation of customer preferences in making payments, money transfers, investments, as well as the acceleration of digital banking. In achieving digitalization transformation, BRI continues to innovate and develop as an initiation of business process reengineering which also supports environmental preservation. One initiative to support digital innovation is through BRImo SuperApps.

Through a series of innovations carried out in the last year, BRI's flagship mobile banking application has generated 3.1 billion transactions. Meanwhile, up to December 2023, BRImo's transaction value has reached IDR4.16 trillion or grew by around 55.8% YoY annually (Year on Year) with FBI reaching IDR2.43 trillion.

Currently, BRImo focuses on 8 (eight) segments of customer needs starting from online onboarding, financial superstore, digital lending, lifestyle ecosystem, investment, customer engagement, subsidiary integration to branchless services. Through this focus, BRImo has presented superior features including:



## QLOLA by BRI



QLola by BRI is the latest product innovation in the form of an Integrated Corporate Solution Platform which will make it easier for customers to access various BRI products and services with just one login..

### Single Sign On Access:



### Features available on Qlola include:

1. Single Sign On Access: Makes it easier for customers to access various services with just one login.
2. Consolidated Financial Dashboard and Report: Features that make it easier for customers to monitor company finances, through:
  - a. Balance
    - Displays the position of the registered account balance (current account or deposit).
  - b. Balance History
    - Displays the historical position of registered account balances (current accounts or deposits) up to the last 5 (five) years..
  - c. Transaction History
    - Displays transaction history of all registered accounts.
    - Filter by year and account.
3. Facility Limit: This is a feature where customers can see information related to credit facilities owned by customers. This feature contains information on limits, users, usage percentage and remaining limits.
4. Cash Management: Features for obtaining financial information, carrying out transactions and carrying out various banking service activities such as checking balances, transfers, paying bills and taxes, and others..
5. Trade Finance: Supports Customer business activities in carrying out international and domestic trade transactions.
6. Bank Guarantee: Feature for the guarantee document issuance service in the form of an online payment promise document instrument.
7. ibbiz integration is a feature used to integrate Qlola with BRI (Ibbiz) internet banking, with features and limits that can be adjusted to business owner customers in the retail, medium and small segments
8. Supply Chain Management: Invoicing-based service to meet customer supply chain needs and manage corporate bills online.
9. Foreign Exchange: Features that can be used to:
  - a. Find out information (real time) on changes in foreign currency exchange rates.
  - b. Find out treasury product information.
  - c. Find out the latest news information.
  - d. Find out retail bond price information.
  - e. Carrying out foreign currency buying and selling activities with Professional BRI Treasury Dealer with competitive prices.
  - f. Carrying out hedging and rate calculations with the calculator sub-feature.
10. Open API Services
11. Cash Card
12. PARI Ecosystem: The PARI Corporate Business Ecosystem makes it easier for corporate commodity ecosystem players to carry out financial transactions and services according to their needs.
13. Investment Services: DPLK and Custody.
14. Activity Notification: Integration of various kinds of notifications from various features.
15. Advanced Search: Advanced search feature.
16. Merchant Monitoring: Merchant transaction and settlement monitoring feature.
17. Support System: Complaint Handling for Customers specifically for Qlola.
18. Online Onboarding Current Account: Registration of new customers to bank Current Account online.
- d. Interest income
  - Displays interest income from all accounts.
  - Filter by year and account.
- e. Top Transactions
  - Displays the Top 10 (ten) Transactions (Income or Expenditure).
  - Filter by year, month, date and account.



# Performance Highlights



**“In 2023, BRI will show solid performance growth. BRI’s performance also received recognition and appreciation from external parties by receiving awards on a national and international scale.”**







# Important Performance Achievement in 2023



## NET PROFIT Consolidated

IDR **60.43** trillion

increase

**17.54%**

(YoY)

### MICRO LOAN

● Bank Only

IDR **496.55** trillion

increase **10.4%** YoY

● Consolidated

IDR **611,22** trillion

increase **10.9%** YoY

### SME

● Bank Only

IDR **260.35** trillion

increase **9.5%** YoY

● Consolidated

IDR **267.48** trillion

increase **8.6%** YoY



● Bank Only

Ratio

● Consolidated

**6.84%**

NIM

**7.95%**

**37.74%**

CIR

**41.89%**



CONSUMER LOAN

Bank Only

IDR **182.36** trillion

increase **12.8%** YoY

Consolidated

IDR **190.04** trillion

increase **13.4%** YoY

CORPORATE LOAN

Bank Only

IDR **206.83** trillion

increase **14.51%** YoY

Consolidated

IDR **197.69** trillion

increase **13.8%** YoY

**18.25%**

ROE

**19.95%**

**25.23%**

CAR

**27.27%**

Bank Only

Ratio

Consolidated



# Financial Summary and Financial Ratio

## Financial Summary and Financial Ratio

### Table of Financial highlight and Financial Ratios

(in millions of Rupiah)

Description	2023	2022	2021	2020 <sup>1)</sup>	2019
<b>CONSOLIDATED STATEMENT OF FINANCIAL POSITION</b>					
<b>ASSETS</b>					
Cash	31,603,784	27,407,478	26,299,973	32,274,988	30,219,214
Current accounts with Bank Indonesia	101,909,121	150,935,150	56,426,573	51,530,969	71,416,449
Current accounts with Other Banks - net	87,545,335	91,869,777	73,012,684	80,005,759	127,092,463
Securities, Export Bills, Reverse Repo and Other Receivables	416,176,513	418,685,107	455,174,902	400,022,060	252,607,675
Government Recapitalization Bonds	-	-	-	-	1,130,306
Loans, Sharia Receivables, and Financing	1,266,429,247	1,139,077,065	1,042,867,453	1,020,192,968	907,388,986
Allowance for Loans Provided, Sharia Receivables, and Financing	(85,501,888)	(93,087,981)	(87,829,417)	(70,394,653)	(39,196,369)
Derivative Receivables - net	911,683	911,405	730,083	1,576,659	210,396
Acceptances Receivables - net	9,967,710	7,031,064	9,066,005	6,271,176	9,346,063
Allowance for impairment losses - net	7,305,491	6,506,903	6,071,727	1,500,329	745,304
Fixed assets - net	59,678,119	55,216,047	47,970,187	43,706,632	31,432,629
Fixed assets - net	15,605,462	18,712,994	16,284,898	9,885,990	4,541,298
Other Assets - net	53,376,453	42,374,001	32,022,666	33,492,467	19,824,426
<b>TOTAL ASSETS</b>	<b>1,965,007,030</b>	<b>1,865,639,010</b>	<b>1,678,097,734</b>	<b>1,610,065,344</b>	<b>1,416,758,840</b>
<b>LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY</b>					
<b>LIABILITIES</b>					
Deposits from Customers <sup>2)</sup>	1,358,328,761	1,307,884,013	1,138,743,215	1,121,102,149	1,021,196,659
Demand Deposits	346,124,372	349,755,590	220,590,197	193,077,94	174,927,804
Saving Deposits	527,945,550	522,647,920	497,676,739	475,848,207	414,332,525
Saving Deposits	484,258,839	435,480,503	420,476,279	452,175,948	431,936,330
Immediate Liability	30,651,807	24,910,579	18,735,387	15,473,574	7,549,312
Deposits from other banks	11,958,319	9,334,547	13,329,434	23,785,997	17,969,829
Securities Sold Under Agreement to Repurchase	19,079,458	9,997,592	29,408,508	40,478,672	49,902,938
Fund Borrowings	98,850,813	79,371,200	68,458,547	72,164,236	30,921,771
Reissued Securities	49,637,581	63,611,761	55,306,697	57,757,028	38,620,837
Other Liabilities	80,028,149	67,134,001	62,329,142	50,017,029	41,813,158
<b>TOTAL LIABILITIES <sup>3)</sup></b>	<b>1,648,534,888</b>	<b>1,562,243,693</b>	<b>1,386,310,930</b>	<b>1,311,893,252</b>	<b>1,207,974,504</b>

Description	2023	2022	2021	2020 <sup>1)</sup>	2019
<b>EQUITY</b>					
Capital stock	7,577,950	7,577,950	7,577,950	6,167,291	6,167,291
Additional paid-in-capital	75,853,127	75,637,083	76,242,898	3,411,813	2,900,994
Surplus revaluation of fixed assets - net	20,216,505	20,267,952	17,006,230	17,099,207	17,099,207
Differences arising from the translation of foreign currency financial statements	(253,744)	(127,954)	(115,975)	(54,749)	(14,970)
Provision for bonus shares compensation	287,482	210,266	210,266	1,228,805	21,796
Unrealized gains on securities classified as fair value through other comprehensive income - net	(2,221,745)	(4,464,483)	1,949,387	4,623,064	-
Allowance for impairment losses on fair value through other comprehensive income securities	128,230	139,978	547,026	975,877	-
Gain/(loss) on unrealized available-for-sale securities and Government Recapitalization Bonds	-	-	-	-	715,770
Gain/(loss) on remeasurement of defined benefit plan - net of deferred tax	(2,134,699)	(689,473)	(1,423,685)	(1,469,726)	189,519
(Treasury Stock)	(3,614,321)	(2,202,178)	(45,997)	(1,649,076)	(2,106,014)
Stock Option	54,769	16,356	19,255	72,894	22,409
Impact of transaction with non-controlling interest	1,758,580	1,758,580	1,758,580	-	-
Merging entity equity		-	-	29,538,484	-
Total Retained Earnings	213,711,422	201,169,934	185,009,048	166,972,167	181,327,431
Appropriated	3,022,685	3,022,685	3,022,685	3,022,685	3,022,685
Unappropriated	210,688,737	198,147,249	181,986,363	163,949,482	178,304,746
Total Equity Attributable to Equity Holders of the Parent Entity	311,363,556	299,294,011	288,734,983	226,916,051	206,323,433
Non-controlling Interest	5,108,586	4,101,306	3,051,821	2,550,831	2,460,903
<b>TOTAL EQUITY</b>	<b>316,472,142</b>	<b>303,395,317</b>	<b>291,786,804</b>	<b>229,466,882</b>	<b>208,784,336</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,965,007,030</b>	<b>1,865,639,010</b>	<b>1,678,097,734</b>	<b>1,610,065,344</b>	<b>1,416,758,840</b>
<b>CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME</b>					
<b>INCOME AND EXPENSES FROM OPERATIONS</b>					
Interest and Sharia Income - net	135,183,487	124,597,073	114,094,429	93,584,113	81,707,305
Premium income - net	2,161,392	1,577,323	1,043,075	878,710	1,010,728
Gold sales revenue - net ***)	319,644	299,151	-	-	-
Other Operating Income	45,625,785	39,127,694	41,215,807	38,099,755	28,439,130
Provision for allowance for impairment losses on financial assets - net	(29,523,426)	(27,384,906)	(35,806,312)	(33,024,492)	(21,556,319)
Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net	341,994	543,145	(3,321,266)	(2,157,162)	(608,271)
Provision for allowance for impairment losses nonfinancial assets - net	(497,848)	(137,431)	(163,243)	(98,374)	(595,015)
Total other operating expenses	(76,782,291)	(74,316,012)	(75,918,108)	(67,503,849)	(44,965,625)
<b>OPERATING INCOME</b>	<b>76,828,737</b>	<b>64,306,037</b>	<b>41,144,382</b>	<b>29,778,701</b>	<b>43,431,933</b>



Description	2023	2022	2021	2020 <sup>1)</sup>	2019
<b>NON OPERATING (EXPENSES) INCOME - NET</b>	<b>(399,025)</b>	<b>290,664</b>	<b>(152,317)</b>	<b>214,705</b>	<b>(67,880)</b>
<b>INCOME BEFORE TAX EXPENSE</b>	<b>76,429,712</b>	<b>64,596,701</b>	<b>40,992,065</b>	<b>29,993,406</b>	<b>43,364,053</b>
<b>TAX EXPENSE</b>	<b>(16,004,664)</b>	<b>(13,188,494)</b>	<b>(7,835,608)</b>	<b>(8,951,971)</b>	<b>(8,950,228)</b>
<b>INCOME BEFORE NET PRO FORMA INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL</b>	<b>-</b>	<b>-</b>	<b>33,156,457</b>	<b>21,041,435</b>	<b>-</b>
<b>PRO FORMA NET INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL</b>	<b>-</b>	<b>-</b>	<b>(2,400,691)</b>	<b>(2,381,042)</b>	<b>-</b>
<b>NET INCOME</b>	<b>60,425,048</b>	<b>51,408,207</b>	<b>30,755,766</b>	<b>18,660,393</b>	<b>34,413,825</b>
Other comprehensive income:					
Accounts that will not be reclassified to profit or loss					
Remeasurement of liabilities for employee benefits	(1,787,840)	902,754	487,841	(2,473,364)	(1,291,782)
Income taxes related to items not to be reclassified to profit or loss	348,975	(176,671)	(67,751)	464,563	322,945
Revaluation surplus arising from premises and equipment	(82,365)	3,297,304	(92,127)	81,910	3,316,985
Items to be reclassified to profit or loss					
Differences arising from the Translation of foreign currency financial statements	(125,790)	(11,979)	(61,226)	(39,780)	(64,820)
Unrealized gain (loss) on Fair value through other Comprehensive Income Securities	1,782,067	(7,946,514)	(3,143,546)	4,633,558	-
Allowance for impairment losses on fair value through other comprehensive income securities	(9,105)	(413,197)	(425,090)	868,462	3,696,914
Income taxes related to items to be reclassified to profit or loss	502,669	1,509,279	478,796	(698,690)	(895,470)
<b>Other comprehensive income for the year - after tax</b>	<b>628,611</b>	<b>(2,839,024)</b>	<b>(2,823,103)</b>	<b>2,836,659</b>	<b>5,084,772</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR BEFORE PRO FORMA COMPREHENSIVE INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>30,333,354</b>	<b>23,878,094</b>	<b>-</b>
<b>PRO FORMA COMPREHENSIVE INCOME ARISING FROM ACQUISITION TRANSACTION WITH ENTITIES UNDER COMMON CONTROL</b>	<b>-</b>	<b>-</b>	<b>(2,776,220)</b>	<b>(2,120,315)</b>	<b>-</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>27,557,134</b>	<b>21,757,779</b>	<b>39,498,597</b>
<b>INCOME FOR THE YEAR ATTRIBUTABLE TO:</b>					
Equity holders of the parent entity	60,099,863	48,333,349	31,066,592	18,654,753	34,372,609
Non-controlling Interest	325,185	237,895	(310,826)	5,640	41,216
<b>TOTAL</b>	<b>60,425,048</b>	<b>51,408,207</b>	<b>30,755,766</b>	<b>18,660,393</b>	<b>34,413,825</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:</b>					
Equity holders of the parent entity	60,708,390	48,333,349	27,855,902	21,727,515	39,403,628
Non-controlling Interest	345,269	235,834	(298,768)	30,264	94,969

Description	2023	2022	2021	2020 <sup>1)</sup>	2019
<b>TOTAL</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>27,557,134</b>	<b>21,757,779</b>	<b>39,498,597</b>
<b>EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)</b>					
Basic	398	338	238	152	281
Diluted	398	338	238	151	281

#### CONSOLIDATED STATEMENT OF CASH FLOWS

CASH FLOWS FROM OPERATING ACTIVITIES					
Income received					
Interest and investment income	169,068,778	130,501,831	136,283,648	125,439,096	117,464,011
Sharia income	12,922,019	10,118,043	6,257,927	6,853,944	3,376,547
Premium income	8,996,516	8,936,995	6,989,783	6,205,775	5,373,757
Income from Gold sales	7,982,888	8,715,106	-	-	-
Expense paid					
Interest expense	(42,461,798)	(25,762,613)	(28,533,680)	(39,883,405)	(38,666,742)
Sharia expense	(1,161,971)	(1,008,042)	(1,293,103)	(2,297,043)	(1,377,133)
Claim expense	(6,549,595)	(7,359,672)	(5,946,708)	(5,327,065)	(4,363,029)
Expenses for the cost of goods sold for gold	(7,663,244)	(7,875,955)	-	-	-
Recovery of written-off assets	16,833,578	12,468,321	9,005,760	7,252,17	7,065,981
Other operating income	29,267,943	35,709,608	34,345,472	31,580,969	22,213,637
Other operating expenses	(75,776,851)	(78,869,304)	(73,658,162)	(63,609,646)	(46,257,369)
Non-operating expense - net	(568,000)	(52,531)	(203,971)	179,491	(68,021)
Payment of corporate income tax	(14,279,292)	(15,762,408)	(11,164,431)	(5,936,444)	(9,357,307)
<b>Cash flows before changes in operating assets and liabilities</b>	<b>96,610,971</b>	<b>68,920,228</b>	<b>72,082,535</b>	<b>60,457,843</b>	<b>55,404,332</b>
Changes in operating assets and liabilities:					
Decrease (Increase) in operating assets:					
Placement with Bank Indonesia and Other Financial Institutions	(505,646)	(195,110)	945,891	264,550	(2,854,149)
Securities measured at fair value through profit or loss	(1,277,298)	(2,114,619)	9,164,531	(12,440,166)	(12,637,154)
Export bills and other receivables	(14,828,029)	(9,403,150)	(2,091,221)	6,744,495	(6,172,212)
Securities purchased under agreement to resell	17,419,447	3,900,820	(8,096,930)	(24,236,324)	(13,185,691)
Loans	(152,128,249)	(106,917,972)	(68,377,027)	(80,715,775)	(74,427,400)
Sharia receivables and financing	(3,335,688)	(1,354,828)	39,905,977	(23,299,281)	(6,025,669)
Finance receivables	(5,720,404)	(9,996,487)	(11,951,573)	(23,148,260)	(803,779)
Other assets	(16,170,249)	(2,941,947)	1,422,631	23,311,739	6,655,602
Increase (decrease) in operating liabilities:					
Liabilities due immediately	5,741,228	6,175,192	3,261,813	7,924,262	(913,645)
Deposits:					



Description	2023	2022	2021	2020 <sup>1)</sup>	2019
Demand Deposits	(3,631,218)	129,165,393	35,741,846	16,022,216	(9,271,846)
Wadiah Current Account	-	-	(6,258,078)	4,237,212	(256,984)
Saving Deposits	5,297,630	24,971,180	37,005,372	55,315,884	25,436,778
Wadiah Saving Deposits	-	-	(9,247,604)	2,295,916	1,349,877
Time deposit	48,778,336	15,004,224	(5,923,271)	13,175,897	55,810,139
Deposits from Other Banks and other financial institutions	2,623,772	(3,994,882)	(10,456,563)	5,816,168	8,838,671
Derivative Payables	-	-	(208,079)	223,169	-
Securities sold under agreement to repurchase	9,081,866	(19,410,916)	(11,070,164)	(9,424,266)	12,523,543
Others liabilities	7,072,077	5,698,879	235,264	(1,398,837)	1,252,567
Decrease of temporary syirkah fund	-	-	(33,496,976)	8,678,142	3,859,957
<b>Net cash provided by operating activities</b>	<b>(4,971,454)</b>	<b>97,506,005</b>	<b>32,588,374</b>	<b>29,804,584</b>	<b>44,582,937</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Sales from premises and equipments	168,975	343,195	51,654	35,214	141
Investment in associated entities	36,137	(145,649)	(315,724)	(284,347)	(228,110)
Dividend income	75,572	144,069	4,349	5,530	5,857
Acquisition of premises and equipments	(8,177,296)	(10,538,233)	(8,254,116)	(4,375,066)	(3,695,364)
(Increase) available-for-sale and held-to-maturity securities and Government Recapitalization Bonds	-	-	-	-	(1,270,825)
Decrease/(increase) in securities measured at fair value through other comprehensive income and amortized cos	2,907,520	37,424,578	(64,581,768)	(111,830,687)	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(4,989,092)</b>	<b>27,227,960</b>	<b>(73,095,605)</b>	<b>(116,449,356)</b>	<b>(5,188,301)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Proceeds from/(payments of) borrowing	19,360,539	11,068,534	(4,229,199)	41,131,054	(9,592,989)
Distribution of dividend income	(43,494,766)	(26,406,603)	(12,125,589)	(20,623,565)	(16,175,565)
Receipt of subordinated securities	494,142	-	-	-	-
Payments of subordinated securities	(500,000)	-	-	-	-
Proceeds from marketable securities issued	14,112,994	21,739,525	12,547,672	12,619,200	12,102,950
Payments of marketable securities due	(28,141,850)	(14,650,023)	(14,608,236)	(11,245,300)	(4,419,500)
Additional capital	-	-	41,059,206	-	-
Repurchased shares	(1,382,284)	(2,187,544)	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>(39,551,225)</b>	<b>(10,436,111)</b>	<b>22,643,854</b>	<b>21,881,389</b>	<b>(18,085,104)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(49,511,771)</b>	<b>114,297,854</b>	<b>(17,863,377)</b>	<b>(64,763,383)</b>	<b>21,309,532</b>
<b>EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES</b>	<b>(2,663)</b>	<b>(30,287)</b>	<b>(2,190)</b>	<b>(352,878)</b>	<b>(160,251)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>	<b>268,192,168</b>	<b>153,924,601</b>	<b>171,790,168</b>	<b>236,906,429</b>	<b>215,757,148</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>218,677,734</b>	<b>268,192,168</b>	<b>153,924,601</b>	<b>171,790,168</b>	<b>236,906,429</b>



Description	2023	2022	2021	2020 <sup>1)</sup>	2019
Cash and cash equivalents at the end of the period consist of:					
Cash	31,603,784	27,407,478	26,299,973	32,274,988	30,219,214
Current accounts with Bank Indonesia	101,909,121	150,935,150	56,426,573	51,530,969	71,416,449
Demand Deposits with Other Banks	22,331,919	21,488,434	14,065,097	12,266,266	10,237,736
Placement with Bank Indonesia and other financial institutions - maturing within three months or less since the acquisition date	62,678,940	68,361,106	57,132,958	65,043,738	113,800,580
Certificates of Bank Indonesia and Deposits Certificates of Bank Indonesia - maturing within three months or less since the acquisition date	153,970	-	-	10,674,207	11,232,450
<b>Total Cash and Cash Equivalent</b>	<b>218,677,734</b>	<b>268,192,168</b>	<b>153,924,601</b>	<b>171,790,168</b>	<b>236,906,429</b>
<b>FINANCIAL RATIO (BANK ONLY)</b>					
<b>Liquidity</b>					
LDR	84.73%	79.17%	83.67%	83.66%	88.64%
<b>Kualitas Kredit</b>					
NPL Gross	3.12%	2.82%	3.08%	2.94%	2.62%
NPL Nett	0.76%	0.73%	0.70%	0.80%	1.04%
NPL Coverage	215.27%	291.54%	278.14%	247.98%	166.59%
<b>Profitability</b>					
NIM	6.84%	6.80%	6.89%	6.00%	6.98%
BOPO	64.35%	64.20%	74.30%	81.22%	70.10%
CER	38.32%	41.33%	44.39%	46.60%	40.26%
ROA	3.93%	3.76%	2.72%	1.98%	3.50%
ROE – Tier I	22.93%	20.93%	16.87%	11.05%	19.41%
Profit (loss) to income ratio	28.03%	29.50%	21.19%	13.27%	23.78%
Liabilities to Total Assets ratio	83.72%	83.23%	81.79%	86.33%	84.84%
Liability to Equity Ratio	480.70%	496.34%	449.11%	631.52%	559.45%
<b>Earning Assets</b>					
Earning Assets and Non-performing Non-Earning to Total Earning Assets and Non-Earning Assets	1.95%	1.72%	1.77%	1.82%	1.74%
Non-performing Earning Assets to Total Earning Assets	1.95%	1.72%	1.77%	1.81%	1.98%
Allowance for Impairment Losses on Financial Assets to Earning Assets	5.24%	6.11%	6.16%	5.42%	3.36%
<b>Capital</b>					
Minimum Capital Adequacy Ratio	25.23%	23.30%	25.28%	20.61%	22.55%
Capital Adequacy Ratio Tier 1	24.06%	22.30%	24.27%	19.59%	21.52%
<b>Compliance</b>					
Percentage of Legal Lending Limit Violation					
- Related parties	Nihil	Nihil	Nihil	Nihil	Nihil
- Non-related Parties	Nihil	Nihil	Nihil	Nihil	Nihil



Description	2023	2022	2021	2020 <sup>*)</sup>	2019
<b>Percentage of Lending in Excess of Legal Lending Limit</b>					
- Related parties	Nihil	Nihil	Nihil	Nihil	Nihil
- Non-related Parties	Nihil	Nihil	Nihil	Nihil	Nihil
Reserve Requirement - Rupiah	8.05%	12.11%	4.47%	3.19%	6.15%
Reserve Requirement - Foreign Currency	4.22%	4.24%	4.13%	4.01%	8.07%
Net Open Position	0.62%	0.85%	0.81%	1.07%	1.87%
<b>Other Ratio</b>					
Cost To Revenue Ratio (consolidated)	37.74%	41.95%	43.26%	45.40%	40.03%

\*) Restated regarding the implementation of Statement of Financial Accounting Standards No. 38

\*\*\*) Including mudharabah and musyarakah savings

\*\*\*\*) Recognition of gold sales originating from PT Pegadaian is recognized since Pegadaian's profit and loss is fully consolidated in 2022.

## Operational Overview

Table of Micro Segment Operational Performance (Bank Only)

(in billion Rupiah)

Description	2023	2022	2021	2020	2019
<b>Micro Business</b>					
Number of Debtors (in millions)	14.0	14.4	13.3	11.7	10.6
Third Party Funds (in millions)	373,474	367,657	356,268	335,422	296,563
Loan (in billion)	496,554	449,627	396,959	351,352	307,722
AgenBRILink (in full amount)	740,818	627,012	503,151	504,233	422,160

Table of Retail Segment Operational Performance (Bank Only)

(in billion Rupiah)

Description	2023	2022	2021	2020	2019
Small and Medium Business Loan	260,337	237,834	224,940	217,219	220,202
Consumer Loan Business Loan	182,355	161,722	149,306	143,680	140,499
Third Party Funds	488,122	469,091	429,701	410,298	374,453

Table of Operational Performance of the Corporate Segment (Bank Only)

(in billion Rupiah)

Description	2023	2022	2021	2020	2019
Corporate Business	206,835	180,620	172,425	168,434	191,135
Third Party Funds	491,087	464,028	341,879	306,943	298,734

Table of Operational Performance of Subsidiary Segments

(in billion Rupiah)

Description	2023	2022	2021	2020	2019
<b>PT Bank Raya Indonesia Tbk (Raya)*</b>					
Asset	12,492.37	13,949.38	16,927.20	27,966.39	27,067.92
Income	1,307.16	1,642.67	1,774.06	2,002.72	2,128.72
Net profit	24.71	10.08	(3,061.36)	(66.92)	51.06
<b>BRI Global Financial Service</b>					
Asset	24.23	17.98	13.09	8.48	8.84
Income	20.42	14.22	10.16	8.74	7.81
Net profit	4.24	2.75	1.89	0.62	0.14
<b>PT Asuransi BRI Life</b>					
Asset	23,678.04	21,627.64	18,334.91	13,042.45	11,085.00
Income	8,940.41	8,971.24	7,282.29	5,889.76	5,198.00
Net profit	538.75	360.46	170.88	6.94	329.00
<b>PT BRI Multifinance Indonesia</b>					
Asset	9,057.07	7,321.87	5,246.04	4,055.88	4,653.28
Income	1,236.43	974.12	65,501.95	493.28	475.93
Net profit	102.85	83.36	41.50	(27.47)	28.11
<b>PT BRI Danareksa Sekuritas</b>					
Asset	1,059.17	1,648.17	1,143.64	1,095.48	808.95
Income	308.78	351.57	281.27	136.00	201.96
Net profit	70.52	72.97	92.87	(224.51)	(93.00)
<b>PT BRI Ventura Investama</b>					
Asset	2,672.05	2,176.79	2,047.89	1,822.75	1,514.49
Income	43.69	148.81	255.74	331.52	28.87
Net profit	4.36	39.63	221.74	304.39	11.00
<b>PT BRI Asuransi Indonesia</b>					
Asset	6,465.61	4,891.25	3,838.16	3,048.87	2,662.00
Income	1,729.65	1,387.57	1,984.00	1,749.00	1,689.00
Net profit	479.37	373.10	289.95	173.88	181.00
<b>PT Permodalan Nasional Madani</b>					
Asset	51,106.91	46,744.76	43,797.91	31,664.89	24,906.52
Income	15,375.03	12,838.44	8,292.78	5,776.26	4,924.09
Net profit	1,686.04	945.42	845.13	358.59	977.31
<b>PT Pegadaian</b>					
Asset	82,151.80	72,920.62	65,156.47	71,469.00	65,324.00
Income	24,438.65	22,860.40	14,131.19	21,964.00	17,694.00
Net profit	4,377.49	3,337.75	2,427.38	2,022.00	3,108.00
<b>PT BRI Management Investasi</b>					
Asset	288.82	276.52	279.91	-	-
Income	175.91	11.95	158.27	-	-
Net profit	18.16	6.27	40.37	-	-

\*Previously named PT Bank Rakyat Indonesia Agroniaga Tbk

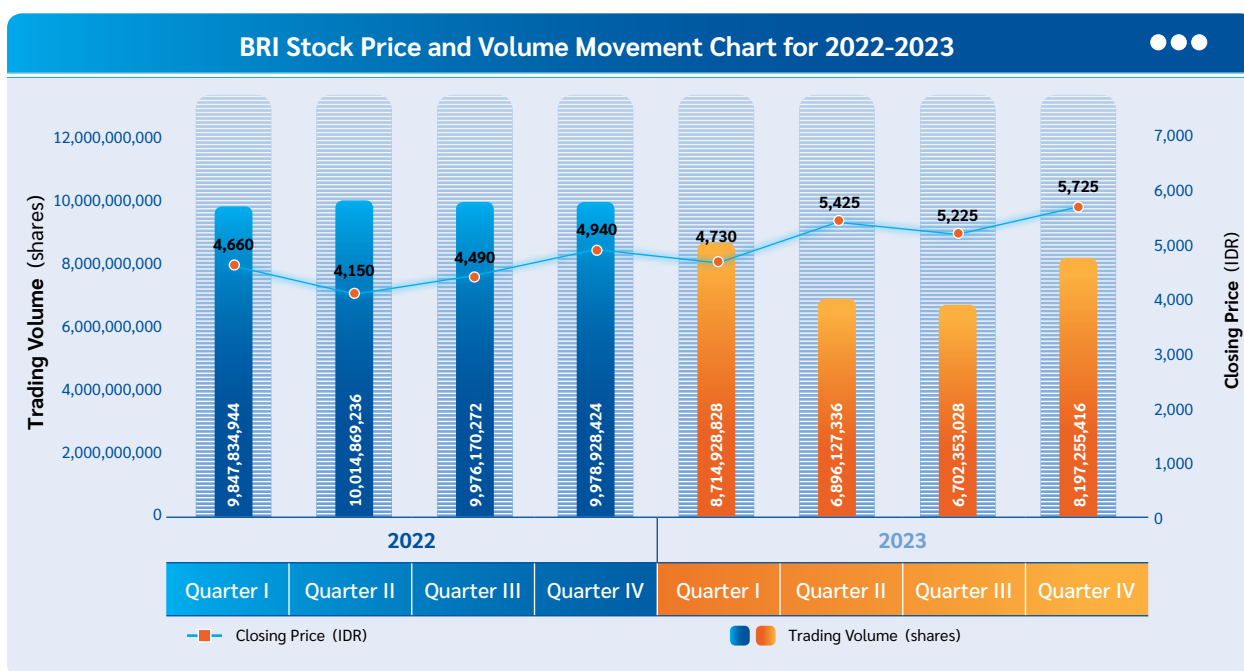


## Stock Price Information

Table of BRI Stock Information BRI 2022-2023

Year	Price per share (Rp)				Number of shares outstanding (share)	Trading Volume (share)	Market Capitalization (IDR Trillion)
	Opening (IDR)	Highest (IDR)	Lowest (IDR)	Closing (IDR)			
<b>2023</b>							
Quarter I	4,940	4,940	4,380	4,730	151,559,001,604	8,714,928,828	716.87
Quarter II	4,730	5,600	4,730	5,425	151,559,001,604	6,896,127,336	822.21
Quarter III	5,425	5,700	5,200	5,225	151,559,001,604	6,702,353,028	791.90
Quarter IV	5,225	5,725	4,830	5,725	151,559,001,604	8,197,255,416	867.68
<b>2022</b>							
Quarter I	4,110	4,730	4,070	4,660	151,559,001,604	9,847,834,944	706.26
Quarter II	4,660	4,940	4,150	4,150	151,559,001,604	10,014,869,236	628.97
Quarter III	4,150	4,610	4,040	4,490	151,559,001,604	9,976,170,272	680.50
Quarter IV	4,490	4,980	4,270	4,940	151,559,001,604	9,978,928,424	748.70





## Corporate Action

In 2023, BRI did not carry out corporate actions related to activities that affect the number of outstanding shares, such as stock splits, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, as well as additions and reductions in capital.

## Temporary Termination of Stock Trading (Suspension) and/or Shares Registration (Delisting)

As of December 31, 2023, BRI has never been subject to sanctions for temporarily suspending share trading (suspension) and/or delisting shares (delisting).



# Information of Bonds, Sukuk, , and/or Conversion Bonds

## Bond Information

Table of Outstanding Bonds Information

No.	Description	Electronic Bond distribution date	Tenor	Currency	Bond Amount (million)
1.	Shelf Registration Bonds II Bank BRI Phase I 2016 Series D	December 01, 2016	7 years	IDR	IDR477,000
2.	Shelf Registration Bonds II Bank BRI Phase I 2016 Series E	December 01, 2016	10 years	IDR	IDR2,350,000
3.	Shelf Registration Bonds II Bank BRI Phase II Year 2017 Series D	April 11, 2017	10 years	IDR	IDR1,300,500
4.	Shelf Registration Bonds II Bank BRI Phase III Year 2017 Series C	August 24, 2017	7 years	IDR	IDR2,517,000
5.	Shelf Registration Bonds II Bank BRI Phase IV Year 2018 Series A	February 21, 2018	5 years	IDR	IDR1,837,000
6.	Shelf Registration Bonds II Bank BRI Phase IV 2018 Series B	February 21, 2018	7 years	IDR	IDR605,000
7.	BRI Bank Subordinated Bonds III 2018	June 27, 2018	5 years	IDR	IDR500,000
8.	Continuous Bonds III Bank BRI Phase I 2019 Series C	November 07, 2019	5 years	IDR	IDR2,172,800
9.	Global Bond 2018	July 20, 2018	5 years	USD	USD500
10.	Sustainable Bond 2019	March 28, 2019	5 years	USD	USD500
11.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series A	July 20, 2022	370 Days	IDR	IDR2,500,000
12.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series B	July 20, 2022	3 years	IDR	IDR2,000,000
13.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series C	July 20, 2022	5 years	IDR	IDR500,000
14.	Obligasi Subordinasi IV Bank BRI Tahun 2023	July 6, 2022	5 years	IDR	IDR500,000
15.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series A	October 17, 2023	1 years	IDR	IDR1,345,650
16.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series B	October 17, 2023	2 years	IDR	IDR4,154,350
17.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series C	October 17, 2023	3 years	IDR	IDR500,000

## Sukuk Information

As of December 31, 2023, BRI has not issued any sukuk.

	Bid Price	Due Date	Interest Rate	Payment status	Rating		Trustee
					2023	2022	
100% of the principal amount bond		December 01, 2023	8.65%	paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		December 01, 2026	8.90%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		April 11, 2027	8.80%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		August 24, 2024	8.25%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		February 21, 2023	6.65%	paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		February 21, 2025	6.90%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		June 26, 2023	7.70%	paid off	AA oleh Pefindo	AA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		November 07, 2024	7.85%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
99,696% d of the principal bond		July 20, 2023	4.625%	paid off	Baa2 oleh Moody's & BBB- oleh fitch	BBB- oleh Fitch	BNY Mellon
99.713% of the principal bond		March 28, 2024	3.950%	Not yet paid off	BBB- oleh Fitch Rating Baa2 oleh Moodys	BBB- oleh Fitch Rating Baa2 oleh Moodys	BNY Mellon
100% of the principal amount bond		July 30, 2023	3.70%	paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		July 20, 2025	5.75%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		July 20, 2027	6.45%	Not yet paid off	AAA oleh Pefindo	AAA oleh Pefindo	Bank Negara Indonesia
100% of the principal amount bond		July 6, 2028	6.45%	Not yet paid off	AA oleh Pefindo	-	Bank Tabungan Negara
100% of the principal amount bond		October 27, 2024	6.10%	Not yet paid off	AAA oleh Pefindo	-	Bank Tabungan Negara
100% of the principal amount bond		October 27, 2025	6.35%	Not yet paid off	AAA oleh Pefindo	-	Bank Tabungan Negara
100% of the principal amount bond		October 27, 2026	6.30%	Not yet paid off	AAA oleh Pefindo	-	Bank Tabungan Negara

## Conversion Bond

As of December 31, 2023, BRI has not issued convertible bonds.



## Information on Other Funding Sources

Table of Information for Medium Term Notes (MTN) Still Outstanding

No.	Description	Electronic distribution date of MTN	Tenor	Currency
1.	MTN Bank BRI Year 2022 Series A	November 24, 2022	2 years	IDR
2.	MTN Bank BRI Year 2022 Series B	November 24, 2022	3 years	IDR

Table of Information for Long Term Notes (LTN) Still Outstanding

No.	Description	Electronic distribution date of MTN	Tenor	Currency
1.	Long Term Notes Made Without Going Through a Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk I Year 2022	December 27, 2022	162 Months	IDR
2.	Long Term Notes Made Without Going Through a Public Offering of PT Bank Rakyat Indonesia (Persero) Tbk II Year 2023	October 25, 2023	159 Months	IDR

## Company Rating 2023

Rating Agency	Rating
<b>Standard &amp; Poor's (S&amp;P)</b>	
Issuer Credit Rating	BBB-
Stand-Alone Credit Profile (SACP)	bbb-
Outlook	Stable
<b>Fitch Ratings</b>	
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+
Outlook	Stable



	Number of MTNs (Million)	Bid price	Due date	Interest Rates	Payment status
	Rp2,000,000	100% of the principal amount of the MTN	November 24, 2024	6.60%	Not yet paid off
	Rp3,000,000	100% of the principal amount of the MTN	November 24, 2025	6.98%	Not yet paid off

	Number of MTNs (Million)	Bid price	Due date	Interest Rates	Payment status
	Rp52,332	100% of the principal amount of the LTN	June 27, 2036	0.55%	Not yet paid off
	Rp59,485	100% of the principal amount of the LTN	January 25, 2037	0.55%	Not yet paid off

Rating Agency	Rating
<b>Moody's</b>	
Long Term Counterparty Risk – Fgn Curr	Baa1
Long Term Deposit – Fgn Curr	Baa2
Long Term Debt – Fgn Curr	Baa2
Short Term Counterparty Risk – Fgn Curr	P-2
Short Term Deposit – Fgn Curr	P-2
Baseline Credit Assessment	Baa2
Adjusted Baseline Credit Assessment	Baa2
Outlook	Stable
<b>PT Pemeringkat Efek Indonesia (Pefindo)</b>	
National Rating	<sup>id</sup> AAA, Stable Outlook



# Significant Events

January 26, 2023

BRI held BRI Microfinance Outlook 2023 regarding BRI's Strategic Role in Accelerating Financial Inclusion and ESG Practices in Indonesia by presenting the Indonesian Minister of Finance Sri Mulyani and other keynote speakers.



January 27, 2023

BRI distributed an Interim Dividend of IDR 8.63 trillion as a result of its brilliant performance throughout 2022.



February 8, 2023

BRI held an Analyst Meeting and succeeded in closing 2022 with a brilliant performance, namely the BRI Group succeeded in recording positive performance by making a profit of IDR 51.4 trillion at the end of 2022 and becoming the first bank in Indonesia to earn a profit of more than IDR 50 trillion.



February 24, 2023

BRI received The Asset Triple A International Award so that BRI's ESG implementation is increasingly gaining worldwide recognition.



March 13, 2023

BRI distributed dividends amounting to 85% of consolidated net profit throughout 2022 or IDR 43.94 trillion. The dividend distribution will be carried out at the 2023 Annual General Meeting of Shareholders (AGMS).



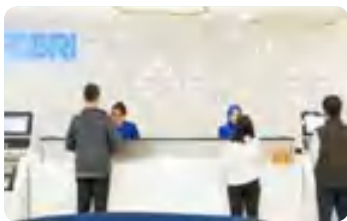
March 14, 2023

The Euromoney Trade Finance Award 2023 named BRI as Market Leader & Best Service among all financial service providers in Indonesia (domestic) and in Asia Pacific (regional).



April 10, 2023

For 2 (two) consecutive years, BRI was named Best Bank in Indonesia by Global Finance at the 30th Annual Best Bank Awards 2023.



April 21, 2023

To make things easier for customers, BRI launched a feature to find merchant locations on BRI's Smart Virtual Assistant Sabrina via WhatsApp chat 0812-12-14017



April 27, 2023

BRI held an Analyst Meeting for the First Quarter of 2023 and within a period of 3 (three) months, BRI succeeded in making a profit of IDR 15.56 trillion.



May 5, 2023

BRI and Pegadaian held the Indonesia Coffee Festival (ICF), and the Main Director of BRI believed in the potential of coffee in Indonesia.



June 6, 2023

The government trusted BRI as the only bank distributing bonuses for 2023 SEA Games Athletes and Coaches.



June 13, 2023

BRI again won the award as the Largest Company in Indonesia according to Forbes The Global 2000 in 2023. BRI ranked at the top among companies in Indonesia and internationally; BRI ranked the best, namely 307, an increase compared to last year's achievement of ranking 349 in the world.



June 28, 2023

BRI succeeded in winning 9 international awards at the 2023 FinanceAsia Awards in Hong Kong.



July 1, 2023

BRI was again the titling sponsor of the biggest football competition in Indonesia. BRI believed that BRI Liga 1 was more than football, namely driving the economy, especially the Indonesian football industry.



July 10, 2023

Danareksa Investment Management changed its name to BRI Investment Management after officially becoming part of the BRI Group.



July 12, 2023

The Banker again named BRI as the number one bank in Indonesia in the list of Top 1000 World Banks 2023 and was ranked 109th in the world.



August 30, 2023

BRI held an Analyst Meeting for the Second Quarter of 2023 with the achievement of Micro Credit which grew 11.41%, BRI became more resilient and managed to record a profit of IDR 29.56 trillion.



September 14, 2023

During the 2 years it was formed, Holding Ultra Micro (BRI-Pegadaian-PNM) to the end of 2023 successfully served 37.7 million MSME customers with total loan financing reaching IDR 494.78 trillion.





October 1, 2023 ●●●

BRI again issued Green Bonds through Environmentally Friendly Sustainable Bonds I Phase II in 2023 amounting to IDR 6 trillion.



October 25, 2023 ●●●

BRI held an Analyst Meeting for Quarter III 2023 with the achievement of loan growth of 12.5%. BRI got stronger by making a profit of IDR 44.21 trillion in 9 (nine) months.



November 10, 2023 ●●●

Commemorating 20 years of being listed on the Indonesia Stock Exchange (IPO), BBRI shares have risen 61.5 times.



November 30, 2023 ●●●

BRI held a Public Expose Live with the theme Continuing to Transform, BRI Optimistic of Closing 2023 with Brilliant Performance.



December 10, 2023 ●●●

MSMEs EXPO(RT) BRILIANPRENEUR 2023, which was previously opened by the President of the Republic of Indonesia Joko Widodo, was officially closed by the Main Director of BRI Sunarso. This event succeeded in recording a business matching sales value of 81.3 million US dollars or around IDR 1.26 trillion (assuming an exchange rate of IDR 15,500 per US dollar).



December 16-17, 2023 ●●●

BRI celebrated its 128th birthday on December 16, 2023 and the peak event is on December 17, 2023 was marked by the BRILiaN Fest at Gelora Bung Karno Main Stadium. The festival, which was enlivened by well-known Indonesian bands, was attended by more than 50,000 BRILians (BRI employee) and their families.



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BRI merupakan peserta penjaminan LPS & berizin dan diawasi oleh Otoritas Jasa Keuangan



# Report of The Board of Directors and Board of Commissioners

In 2023, the Company has aspirations to continue to grow strong and great by remaining focused on growing in the MSME segment and continuing transformation on the liability side to be able to encourage increasingly sustainable performance and continue to provide value, both economic and social value to all stakeholders.





## To our respected Shareholders and stakeholders,

With praise the presence of God Almighty for all His mercy and grace, in 2023 BRI continued its strong and great growth. Consistency in continuing to innovate and the right strategic response succeeded in BRI recording a solid performance with consolidated assets reaching Rp1,965 trillion, an increase of 5.3% yoy. BRI's total loans and financing grew by 11.2% to reach Rp1,266 trillion. Increasing profitability with good risk management enabled BRI to set a new record for Profit with Net Profit reaching Rp60.4 trillion (an increase of 17.5% yoy) at the end of 2023.

Please allow us to present the Company's management report for the 2023 fiscal year. In this report we will present BRI's performance during 2023, business prospects and the good corporate governance implementation.



**Sunarso**

President Director



## Company Profile At A Glance

PT Bank Rakyat Indonesia (Persero) Tbk. is a company operating in the banking sector, the Company's main activity is carrying out its function as an intermediary institution, namely collecting funds from the public in the form of savings, and providing loans to the public. In addition, the Company also offers digital banking services through mobile banking applications, transaction services, investment services and other banking services.

In line with its activities, the Company offers products and services, including savings products that include BRI BritAma Savings, BRI Simpedes Savings, BRI Junio Savings and their respective derivatives. Loan products include Micro Loans (Kupedes, Kupedes Rakyat, KUR Micro), Consumer Loans (BRIGuna, KPR BRI, BRI Credit Card, Ceria), Small Loans (KMK, KI, KUR Kecil), Medium Loans (KI or KMK), Corporate Loans (KI or KMK) and other loan products. Other products include Micro Insurance, KPR Loans Life Insurance, and Mutual Fund Sales Agent. For its digital banking services, BRI provides mobile banking applications (superapps), namely BRIMo, to make it easier for customers to carry out banking transactions, corporate transaction services through the Cash Management System and BRICams, Institutional Services, Business and Financial Services, BRILink Agent, International Business Services, BRIfast Remittance, Treasury Services, Investment Services, and BRI Prioritas.

When providing services to all its customers, BRI applies a hybrid bank concept that combines the presence of a network of work units and branchless banking (BRILink Agents) spread throughout Indonesia, coupled with competent financial advisors with digital capabilities. The combination of the three provides banking services that are more effective, efficient and integrated in accordance with the digital literacy journey of the Indonesian people.

BRI's work network and BRI's business partners cover regions both at home and overseas. Domestically, BRI has 1 Head Office, 18 Regional Offices, 18 Regional Audit Offices, 453 Branch Offices (including Special Branch Offices), 7,155 Sub-Branch Offices (including BRI Units, Cash Offices, and BRI Teras), 115 Mobile BRI Teras, and 4 BRI Ship Teras spread across Indonesia. BRI's overseas office network has 6 Overseas Branch Offices and 3 Overseas Sub-Branch Offices located in New York, Cayman Islands, Singapore, Taipei, Timor Leste and Hong Kong. Overall, BRI currently serves its customers through 7,764 work units, 686,128 e-channel networks and 740,818 BRILink agents.

In carrying out its operational activities, BRI employs a total of 77,739 people at the following educational level: 10 employees with a PhD, 1,774 with a Master's degree, 60,079 with a Bachelor's degree, 8,727 with a diploma, and 1,49 with a high school/equivalent education.

On the information technology side, BRI operates a reliable digital infrastructure with 3 (three) main pillars, namely:

1. Digitizing Core, to increase productivity and efficiency and create reliable customer service, through business process reengineering. This strategy produces products and services including BRISPOT, BRILink Agent, BRIMo and Qlola.
2. Digital Ecosystem, to create a digital-based platform and carry out massive collaboration with the digital ecosystem (Bank as a Platform) to offer new products and services outside the Bank's main business, including BRI API, Digital Ecosystem Platform (Pasar.id, BRISMART, BRIMOLA, and others), Partnership with P2P, E-Commerce and Ride Hailing.
3. New Digital Proposition, to create a new business model through a new digital proposition with a fully digital approach to produce products and services including Digital Savings, Digital Loans (Ceria, Traveloka Paylater) supported by Big Data Analytics and Artificial Intelligence (BRAINBRAIN).

# Board of Directors' Report

**As of December 31 2023, BRI's consolidated total assets were able to grow 5.3% to Rp. 1,965 trillion, driven by credit and financing, which reached Rp. 1,266 trillion or grew by 11.2% year on year.**



## BRI's 2023 Performance

Overall, in 2023 the Company delivered a good performance both from an operational and financial perspective. The Company implemented a number of effective strategies, including selective loan growth and a focus on quality, mastering the fund ecosystem in an effort to maintain sustainable savings growth, as well as optimizing synergies with BRI Group subsidiaries. In this section of the performance report, we also provide an overview of economic conditions at the global, national and banking industry levels in Indonesia. Economic performance is an important factor that can influence the Company's performance.

### Economic Analysis

After the contraction in economic growth in 2020 due to the Covid-19 pandemic, the global economy still faces challenges so it has not been easy to quickly return and recover to pre-pandemic conditions. Up until the end of 2023, there were at least four challenges facing the world economy, namely (1) high global inflation trends, driven by inflation due to supply chain disruption, high commodity prices, and El-Nino which impacted food prices, (2) uncertain geopolitical conditions, (3) tightening global monetary policy, and (4) China's economic growth that was lower than expected. However, despite the series of shocks over the last four years since the Covid-19 pandemic, the global economy has proven to still be quite resilient, especially in developing countries. Most developing countries, including Indonesia, are quite adaptive and agile in dealing with inflationary pressures and tight monetary policy.

Global economic growth in 2024 is predicted to be slower than in 2023. This has been seen in the persistent downward trend in leading economic indicators (LEI) in major countries in the world, especially the United States (US), China and the European Union. There are at least three main challenges that need to be watched out for in the future, in line with the dynamic and fluctuating rate of global economic growth. First, the global inflation trend is still historically quite high. Second, geopolitical conditions are still uncertain, and could trigger further disruption in the supply chain of primary necessities and energy commodities, which could have an impact on increasing global inflation. Third, China's economic recovery is lower than previously estimated due to slowing industrial activity and consumer demand. The combination of these challenges is expected to still have an impact on the global economy in 2024.

Meanwhile, on the domestic side, the Indonesian economy throughout 2023 remained strong, although growth was relatively slower than the previous year. The Indonesian economy

in 2023 still recorded growth of 5.05%, supported by strong domestic consumption and accelerated investment, along with the continuation of national post-pandemic strategic projects. The solid national economic growth was also supported by a controlled inflation rate, so that people's purchasing power could be maintained. Domestic inflation declined in 2023 to 2.61%, from the previous year's 5.51%. In the financial market, the Rupiah exchange rate against the US Dollar was maintained and recorded an appreciation of 1.1% throughout 2023. The Rupiah's performance was relatively better compared to several peer country currencies such as the Philippine Peso, Indian Rupee and Malaysian Ringgit.

The continued strength of the national economic was also reflected in the robust performance of the banking industry in 2023. In general, banking intermediation was still quite good, although relatively slow compared to 2022. On a year-on-year basis, banking loans grew 9.7% in November 2023, lower than the same period in 2022 of 11.3%. However, loan growth has been on an upward trend since July 2023. Meanwhile, in terms of funding, banking industry liquidity was relatively limited and tended to tighten. On a year-on-year basis, Third Party Funds (TPF) grew 3.0% in November 2023, from 8.9% in the same period in 2022. Meanwhile, banking resilience remains well maintained, as reflected in strong capital and low loan risk. The Capital Adequacy Ratio (CAR) was at a high level of 27.86% in November 2023. Loan risk also remained under control, reflected in the low non-performing loan (NPL) ratio of 2.36% (gross) in November 2023. With the economic and industrial conditions, as well as possible challenges that will be faced in 2024, BRI has set a loan growth target of 11-12% yoy. Of course, BRI will continue to focus on the MSME segment to achieve its aspirations of becoming The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion by 2025. With the national economic structure dominated by MSMEs, providing loans to MSME players is expected to create a high multiplier effect, so that it can have a significant positive impact on the Indonesian economy.

With various economic and industrial conditions, as well as possible challenges that will be faced in 2024, BRI has set a financing growth target of 11-12% year on year. Of course, BRI will continue to focus on the MSME segment to achieve its aspirations of becoming The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion by 2025. With the national economic structure dominated by MSMEs, providing loans to MSME players is expected to create a high multiplier effect, so that it can have a significant positive impact on the Indonesian economy.

## Company Performance

In 2023, the Company had aspirations to continue to grow stronger and greater by remaining focused on growing in the MSME segments and continuing transformation on the liability side to encourage increasingly sustainable performance and continue to provide value, both economic and social value to all stakeholders.

In responding to global and national economic conditions as well as banking industry conditions, BRI has established strategic strategies and policies. In formulating strategies and strategic policies, the Board of Directors plays a role in reviewing, directing and approving the established strategies. The Board of Directors always ensures strategy implementation through various directions in various meetings, approval of the Company's operational decisions and review of the Company's reports.

### Strengthening Retail Banking Capabilities

By following the theme of strengthening retail capabilities, the Company's aspirations included transforming its liabilities by strengthening its funding base with a focus on low-cost funding from CASA. CASA acquisition was encouraged through transaction control so as to be more sustainable. In addition, the Company optimized its pyramid of segments from micro to corporate to become one ecosystem, with funding turn-over flow through the creation of an integrated value chain.

### Encouraging Customer Graduation

In 2023, the Company recorded strong growth in commercial loan products in the micro segment, namely Kupedes. The strong growth in Kupedes products was in line with the Company's aspirations to continue to encourage customers to upgrade to higher segments in line with increasing business capabilities

### Strengthen Risk Management

BRI is committed to continuing to maintain asset quality by continuing to perfect the risk management system, including developing a more comprehensive early warning system, using dynamic Repayment Capacity (RPC), developing loan officer capabilities, as well as improving loan risk scoring and integrated value chain-based pipeline management using BRISPOT to encourage more prudent loan distribution.

### BRI Group Synergy

Strengthening business and non-business synergies between entities under the BRI group, both between BRI Parent and Subsidiaries, and among Subsidiaries to support improving the Company's overall performance. Cross-selling, funding synergy and increasing human capital capabilities through career mobility programs.

Despite the macroeconomic challenges, BRI maintained a solid business growth throughout 2023. BRI still provided optimal values, both economic and social values, for all of the Company's stakeholders, and continued to be on the right track to achieve the Company's 2025 vision. The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion.

## The Company's Financial Performance

As of December 31 2023, BRI's consolidated total assets grew by 5.3% to Rp1,965 trillion, driven by loans and financing that reached Rp1,266 trillion, an increase of 11.2% year on year. BRI continued to distribute loans and financing to the Micro, Small and Medium Enterprises (MSME) segment, which reached 84.39% of BRI's total loans and financing distribution, or Rp1,069 trillion, where BRI's flagship segment, Micro and Ultra Micro contributed 48.26% of total loans and financing. Over the long term, BRI will continue to be committed to increasing this composition to 85%.

The growth in loan distribution and financing to the MSME segment is mainly due to the contribution of Ultra Micro Holding, which consists of BRI, Pegadaian and PNM, which was established in September 2021. Pegadaian loans grew by 14.43% to Rp67.6 trillion, while PNM loans grew by 10.58% or Rp47.1 trillion. In addition, BRI's Micro and Ultra Micro loan segments recorded solid growth of 10.44%, to reach Rp496.6 trillion. The BRI Micro segment loan growth was supported by the growth in BRI's commercial micro product, namely Kupedes, which year on year grew aggressively by 64.32%, to reach Rp212.3 trillion. Kupedes' strong growth is in line with the Company's aspirations to encourage customer graduation to commercial products in line with increasing business capabilities, as well as to make KUR products the spearhead for increasing financial inclusion by providing access to financing to customers who have never received commercial financing facilities. In 2023, BRI disbursed KUR amounting to Rp163.3 trillion, down from the previous year's Rp252.4 trillion, in line with the reduction in the quota provided by the Government in 2023, namely Rp194.4 trillion. However, BRI remains committed to continuing to be the Government's main partner in KUR disbursements.

The MSME segment growth was also supported by impressive growth in the Consumer segment that increased by 13.4% year on year to reach Rp190.0 trillion mainly driven by BRIGUNA and KPR products, which respectively grew by 10.5% and 17.0% year on year. Development of digital-based products and services, including the presence of BRIGUNA digital, contributed 62.75% of the total new BRIGUNA customers. BRI also continued to support the Government's program to encourage community occupancy rates by distributing 23,241 FLPP KPR units in 2023. The SME segment also recorded good momentum with selective growth of 8.6% year-on-year.



Meanwhile, BRI's Corporate segment loans grew solidly, reaching Rp197.7 trillion, an increase of 13.8% year on year, with this growth focused on efforts to strengthen wholesale funding and transaction banking such as trade finance, cash management and forex transactions as well as creating a pipeline for the MSME segment through optimizing the corporate business value chain. Growth in the corporate segment was also driven by increased funding support from BRI Parent to Subsidiaries to optimize BRI Group synergies.

In 2023, BRI's strategic focus was on strengthening BRI's retail banking capabilities, especially in terms of collecting more stable and sustainable Current Account Saving Accounts (CASA). This strategy produced consolidated BRI savings results that grew by 3.9%, to reach Rp1,358 trillion, with a CASA ratio of 64.35%, higher than the pre-pandemic period. Growth in low-cost CASA will continue to be the main focus of BRI's funding sources.

CASA collections were supported by BRI's strategy to increase customer transactions in the Retail and Wholesale segments. In the Retail segment, CASA collection is supported by optimizing transactions through BRILink Agents, mobile banking (BRImo) and digital payment platforms (BRI API), as well as by expanding merchant acquiring acceptance. Meanwhile in the Wholesale segment, CASA collection is optimized through the development of an integrated digital payment platform for corporate customers, namely Qlola, which provides comprehensive access to

BRI wholesale banking services such as cash management, trade finance, supply chain management, foreign exchange, investment services and financial dashboard services. Strengthening CASA in the retail segment is also reflected in the increase in customer transactions in BRILink and BRImo Agent services that provided an optimal contribution to BRI's profitability performance. During 2023, BRILink agents recorded a total of 1.1 billion transactions with a total value of Rp1,427 trillion, an increase of 10.0% year on year compared to last year. BRImo also recorded an increase in transaction value of 55.8% year on year, reaching Rp4.159 trillion.

This solid performance was also demonstrated by achieving a net profit of Rp60.4 trillion, an increase of 17.54% year on year. BRI's profitability performance achievement was driven by BRI's net profit on a bank only basis of Rp53.1 trillion, an increase of 11.1%. The main driver of BRI's profit growth came from the ability to manage growth in net interest income, fee-based income, recovery income, as well as operational expenses, and reserve efficiency.

BRI's topline performance recorded impressive results. BRI's consolidated Net Interest Income (NII) grew by 7.4% year on year due to management of loans and financing assets that provided competitive interest rates and optimal liquidity management. The BRI interest rate can be seen in the Basic Loan Interest Rate (SBDK) as follows:

#### Loan Interest Rates (SBDK) as of December 31, 2023

Loan Segments	Interest rate
Micro Loans	14.00%
Retail Loans	8.25%
Consumer Loans (KPR)	7.25%
Consumer Loans (Non KPR)	8.75%
Corporate Loans	8.00%

BRI savings products interest rates were as follows:

#### Savings counter rates as of December 31, 2023

Product	IDR Interest Rate	USD Interest Rate
Current Accounts	0.00% - 2.00%	0.05% - 0.15%
Savings	0.00% - 1.75%	0.08% - 0.25%
Deposits	2.25% - 4.00%	1.00% - 2.25%

Fee-based income and other operational income grew to Rp42.8 trillion, an increase of 16.6% year on year, where the Company posted fee-based income of Rp20.7 trillion, an increase of 10.3% from the same period last year. This fee-based income achievement was in line with the growth in fee income for Trade Finance and International Banking services that grew 34.9% in line with the transformation in wholesale banking focused on strengthening transaction banking and trade finance.

Also, BRI maintained its operational cost efficiency as seen in year-on-year growth of 3.3%. This had an impact on the consolidated Cost to Income ratio (CIR) that fell to 41.89%.

With this strong business growth and profitability, BRI maintained its financial ratios at a good level. The Bank's Loan to Deposit Ratio (LDR) stood at 84.22% on a consolidated basis and 84.73% on a bank only basis, indicating that the Company's liquidity condition is adequate to support future business growth. BRI's profitability ratio was positive and experienced an increase as shown by the Return on Asset (ROA) After Tax and Return on Equity (ROE) Balance Sheet ratios of 3.24% and 19.95% respectively.

In terms of asset quality, BRI still faced challenges in completing the restructured loan portfolio due to Covid-19. BRI's Non-Performing Loan (NPL) ratio stood at 2.95% in December 2023, a slight increase from the same period last year. This was in line with the Company's strategy to accelerate the completion of restructured loans due to Covid-19. However, we still maintained sufficient reserves, as can be seen in the NPL Coverage ratio that remained at 229.09%, and the Loan-Loss Reserve (LLR) ratio that was still high at 6.75%, above the pre-pandemic period of 4-5%. However, Loan-at-Risk (LAR) continued its downward trend from 16.54% in 2022 to 12.47% in 2023, driven by a decline in portfolios restructured due to Covid-19 from Rp107.2 trillion at the end of the year 2022 to Rp54.5 trillion at the end of 2023.

BRI also maintained its capital conditions at a strong level with CAR reaching 27.48% (consolidated) or 25.23% (bank only), above the minimum regulatory requirement of 17.5% (after taking into account the implementation of Basel 3), and the Company's risk appetite of 19%. With this very adequate capital adequacy ratio, BRI can anticipate all the main risks that occur in bank management, including market risk, loan risk and operational risk, as well as support the long-term future business growth.

## Achievement of Company Target

Overall, BRI on a bank only basis achieved and even exceeded the 2023 performance targets set, detailed below:

### Financial Target and Realization Comparison

(bank only, in millions of Rupiah)

Description	December 2023		
	Target	Realization	Achievement
Asset	1,784,070	1,835,249	102.87%
Interest income	145,906	146,918	100.69%
Loans Disbursed	1,148,723	1,146,083	99.77%
Third-party funds	1,340,304	1,352,683	100.92%
Net profit	52,209	53,153	101.81%
Capital Adequacy Ratio (CAR)	24.72%	25.23%	102.04%
Cost to Income Ratio (CIR)	40.84%	37.74%	107.05%

## The Company's Non-Financial Performance

BRI's financial performance achievements were also supported by transformation in the aspects of Human Capital, Information Technology, Networks, as well as other programs that supported the Company's business sustainability.



## Human Capital

In 2023, Bank Rakyat Indonesia (BRI) established a strategic human capital theme in line with the Company's annual focus on strengthening Retail Banking capabilities. These efforts focus on increasing capabilities, productivity, synergy between BRI Group units, as well as implementing Environmental, Social and Governance (ESG) and People Analytics. BRI emphasizes perfecting human capital strategies, revitalizing marketers through the Brilian Marketing Specialist Program, increasing capabilities through education, and adjusting career path policies. Programs such as Pinca Metropolitan onboarding and performance bootcamps were launched to increase productivity, while the Respectful Workplace Policy (RWP) Declaration supports the commitment to ESG. BRI also continued to strengthen its Human Capital Management through human capital maturity assessments in the BRI Group aimed at developing a work program roadmap to help Subsidiaries manage human capital more effectively.

Developing employee competency is also a top priority for the Company. Competency development is carried out through various programs, including education, training and certification that can be offline or online through the digital learning platform (BRISMART). In 2023, the educational program consisting of offline classes and online classes were held. BRI remains committed to developing the competency of all its employees by providing equal opportunities for all employees to take part in competency development programs that are held regardless of the employee's position level, education or gender.

BRI is committed to maintaining a conducive, safe and comfortable work environment. One of the ways BRI monitors this is by measuring the level of employee engagement with the Company through an Employee Engagement Survey (EES), where the BRI employee engagement index increased to 3.49 (scale 4) in 2023, compared to 3.48 in 2022.

## Information Technology

In line with the Company's business development, BRI operates quality information technology to support its business goals, especially in digital business development. BRI Digital and Information Technology is now an Enabler and Strategic Thought Partner for the business world due to innovation and collaboration between IT and the business world to create safe and responsive solutions, products or services based on customer needs (customer centric). BRI's Digital and Information Technology also continues to build IT platform capabilities, agile governance and digital talent to make it an innovative and data-driven organization to achieve the Company's strategy.

In 2023, BRI achieved a number of proud achievements when implementing the 2021-2025 Information Technology (IT) strategic plan using the "GREAT" framework (Grooming breakthrough innovation, Resilient IT platform, Excellent data-driven organization, Agile 10x governance, and Transformation of digital talent). BRI recorded extraordinary growth in digital transactions, reaching 98.95% of total transactions via digital platforms. The BRIimo application showed a significant increase in the number of new users, total transactions and transaction volume. In addition, BRIAPI utilization increased substantially, serving more than 23 digital ecosystems with more than 1,000 partners. The implementation of artificial intelligence (AI), especially through Sabrina, has proven itself to be an effective customer handler with an increasing number of messages served and increased satisfaction levels.

In the infrastructure sector, all three BRI data centers obtained Tier III certification from the Uptime Institute, confirming the reliability of their technological foundation. BRI also shows commitment to information security with a comprehensive cyber security policy, continuous monitoring of cyber threats, and a high IT maturity assessment in accordance with COBIT 2019 standards. This confirms BRI's commitment to continue supporting business growth through a reliable and secure digital platform.

In addition, in 2023 BRI carried out an IT Maturity Assessment in accordance with the Ministry of BUMN mandate reaching a score of 4.66 out of 5.00 points based on COBIT 2019 best practice. BRI also proved its digital maturity capabilities with Level 2 achievements (score 80.50 out of a total of 100 ), in accordance with the Financial Services Authority assessment guidelines.

## Sustainability Performance

As a form of BRI's support for Sustainable Finance, BRI has instigated initiative strategies in the field of Environment, Social and Governance (ESG) in both the Company's operational and business activities. BRI consistently maintains the Company's good performance by implementing Sustainable Finance and contributing to the achievement of Sustainable Development Goals (SDGs). Efforts to accelerate this achievement are carried out by aligning corporate strategy, fulfilling stakeholder expectations and initiating ESG that refers to national, regional and global standards. In 2023, BRI strengthened its commitment by joining the United Nations Global Compact (UNGC), and by establishing a baseline year in an effort to reduce the Company's greenhouse gas emissions, and by establishing Net Zero Emission Targets for 2050. As a result, BRI maintained this performance as reflected in ESG rating scores from international rating agencies such as S&P Global, MSCI, and Sustainalytics.

## Corporate Social Responsibility

Through its work units spread throughout Indonesia, BRI is committed to community development and environmental preservation activities to achieve the Sustainable Development Goals through the Social & Environmental Responsibility Program under the BRI Peduli brand. BRI Cares TJSL is guided by the Triple Bottom Line concept, namely Pro People, Pro Planet and Pro Profit, in line with the Company's social values and business values and in line with BRI's Environmental, Social & Governance (ESG) strategy.

BRI Peduli prioritizes focusing on the fields of Education, Environment and Micro and Small Business Development. The activities carried out include building schools in disadvantaged, frontier and outermost areas, scholarships for sons and daughters of Micro and Small Business owners in BRILiaN Villages, urban farming in densely populated areas (BRInita), waste management in leading markets and community waste bank (Yok Kita GAS-Anti-Waste Movement), planting mangroves, productive trees and coral reefs (BRI Menanam) as well as increasing Women Empowerment. Through BRI Peduli, we strive to implement programs that are integrated, targeted and have a measurable impact, so they can provide wider benefits for society and the environment.

## Obstacles Faced by The Company

This solid performance came despite many challenges faced during 2023. The unfavorable geopolitical conditions due to the Ukraine-Russia and Israel-Palestine conflicts have clearly resulted in disruption of the supply chain for primary goods and had an impact on increasing global inflation. The reference interest rates at most central banks that remain stuck at high levels also affected the financing market, and ultimately contributed to suppressing the rate of global economic growth. Despite this, the competitive map is changing along with the massive development of financial technology and competitor innovation.

Internally, BRI still faces the challenge of optimizing performance related to the Company's capabilities in accelerating the retail and consumer business, subsidiary business, and controlling costs. BRI's performance overall is still supported by loan activities, so the ability to generate non-interest income still needs to continue to be improved.

Based on this, during 2023 BRI took several strategic steps, including:

### 1. CASA Sustainability

Increasing CASA market share, by developing the ecosystem through territorial control & referrals relying on transaction tools & cash in/cashout capability;

### 2. Focus on Quality of Growth

Productive assets growth with maintained quality focusing on assets with high returns and acceleration of new sources of growth;

### 3. Optimizing Subsidiary Company Synergies

Acceleration of increasing the business scale of Subsidiaries either through synergy or independently, and expanding the scope of the Parent Entity's business, completing the Post Implementation Plan for UMI as a source of new growth in line with the implementation of BRI one culture;

### 4. ESG Principle Implementation

Committing to implementing business management principles that follow the good business governance values to have a positive impact on the environment (deliver value beyond profit);

### 5. Excellence Enablers

Continuing to strengthen employee capabilities, system reliability, services and networks, as well as analytical data to provide superior quality banking services

## Important Events Expected to Occur in the Future and Business Prospects

Global economic developments are still shrouded in uncertainty and tend to experience pressure. Projections from the International Monetary Fund/IMF (October 2023) and the Organization for Economic Cooperation and Development/OECD (September 2023) showed that global economic growth in 2023 would be lower than the previous year. Furthermore, global economic growth in 2024 is also expected to slow further. The estimated slowing economic pace is actually starting to be reflected in several global macroeconomic indicators that are experiencing a decline.

By September 2023, there were at least four indicators that reflected the rate of global economic slowdown, namely: (1) The movement of the Purchasing Manager Index (PMI) that has slowed down since May 2023, especially in the manufacturing PMI that is in the contractionary zone, (2) The decline in the rate of exports, where countries such as China and the US, saw a decrease in world demand, (3) a decrease in active job vacancies in many countries, which implies a decrease in production activity, and (4) the rate of decline in the Leading Economic Indicator (LEI) in various countries in the world. Of these four factors, the decline in the LEI is one of the main indicators indicating that the pace of the global economy will slow down further in the future.

Indonesia's economic growth in 2024 is predicted to remain strong, but will slow down slightly compared to 2023. This can be seen in the movement of Indonesia's LEI that is decreasing and growing contractively. Some of the challenges that will be faced during 2024 include global economic growth that is expected to



continue to slow, the potential for increased inflation from supply chain disruption due to global economic uncertainty and the El-Nino phenomenon that is expected to continue until mid-2024, as well as expected tight monetary policies in line with the still high central bank interest rates in developed countries.

On the other side, in the short term there are several driving factors that can support national economic growth, including the potential for increased Government spending to support slowing public consumption, the continuation of infrastructure projects that were delayed due to the pandemic, the potential for domestic and foreign investment in the energy and commodity sectors, as well as the general election in 2024. In these conditions, Indonesia's economic growth is estimated to grow by 4.89-5.18% in 2023 and 4.81-5.10% in 2024.

By considering various economic conditions, BRI continues to strive to respond with various policies that will be implemented by the company to support the achievement of a sustainable business. BRI Group continues to strengthen its internal capabilities by carrying out continuous transformation in the pillars of its business growth strategy, especially the Micro, SME, Consumer and Subsidiary Company segments, while still paying attention to Good Corporate Governance and risk control.

BRI's future business performance will still be supported by credit activities so the ability to generate non-interest income still needs to be improved. BRI's innovation and exploration of new sources of growth have implications for the company's increasingly complex business. Internal dynamics and the business environment require BRI to be agile in responding to challenges so as to be careful in optimizing business opportunities both now and in the future. So, oriented towards the Company's long-term aspirations, BRI will continue to focus on strengthening retail banking capabilities as a strategic priority in 2024 with the following:

1. More productive management of assets & liabilities  
Continuing stable and sustainable CASA accumulation, selective expansion in assets with high yields, as well as improving asset quality in the Micro and Small segments.
2. Diversify sources of growth  
Encouraging stronger revenue generation through strengthening the capabilities of the Retail segment (Consumer, SME), focusing on integrating the UMI holding, as well as strengthening the business of Subsidiaries as a source of consolidated growth.
3. Reliability of operational support  
Focus on strengthening Human Capital competencies and digital capabilities, improving customer experience, risk management and data analytics, as well as operational excellence.

#### 4. Implementation of ESG principles

Committed to managing business in line with the principles of good business governance in order to provide positive value for the environment (deliver value beyond profit).

These strategic responses will encourage BRI to continue to grow sustainably to realize BRI's vision as "Most Valuable Banking Group in South East Asia & Champion of Financial Inclusion".

## Corporate Governance

The Company's performance achievements are the result of effectively and efficiently implementing good corporate governance. BRI ensures that the five GCG principles, namely transparency, accountability, responsibility, independence and fairness, have become the basis for implementing the Company's business. These five principles are implemented by fulfilling the interests and fair treatment of the Company's stakeholders; disclosure and transparency of Company information; as well as the function of monitoring and providing advice to the Board of Directors as part of the Board of Commissioners duties and responsibilities.

BRI continues to be committed to improving and perfecting the implementation of good corporate governance on an ongoing basis. Active participation from the company's Top Management and all BRILian People is a driver in realizing good corporate governance in the Company. BRI's commitment to governance is proven through internal evaluations or recognition from independent third parties. The results of this evaluation are positive input for the company in improving the implementation of sustainable governance.

## Fulfillment of Shareholders' Rights

The Company is dedicated to providing protection, transparency and added value to shareholders, as owners of the Company. For this reason, the Company continues to be committed to providing fair and equal access to information to all shareholders, formulating a fair and consistent dividend policy, paying special attention to the rights of minority shareholders, complying with applicable regulations and obligations, and continuing to strive to increase value for shareholders by implementing sustainable growth strategies, product and service innovation, and operational efficiencies to achieve optimal financial results.



## Equal Treatment for All Shareholders

The Company has instigated policies with the aim of supporting and ensuring fair and equal treatment to protect the basic rights of all shareholders. Several aspects of these policies include granting 1 (one) voting right for each share ownership (one share one vote), providing equal access to information through different channels, including Investor Relations, the Company website and other publications, as well as policies on insider trading, and transactions involving related parties.

## Sustainability Governance

Sustainability is a paradigm for achieving financial performance while still balancing good ESG (Environmental, Social, Governance) interests to produce added value, increase competitiveness and resilience of BRI as well as contribute to the nation's progress and long-term environmental sustainability. BRI states its commitment to sustainability is reflected in BRI's mission, namely providing optimal profits and benefits to stakeholders by paying attention to sustainable financial principles and Good Corporate Governance (GCG) practices. Since 2021, BRI has established an ESG structure and governance with the aim of directly monitoring the company's ESG performance and disclosure through the formation of Risk Management and Environmental, Social & Governance (ESG) Committees.

In addition, in order to strengthen ESG governance, BRI has issued a Sustainability Policy and Strategy which is regulated in the Circular Letter of the BRI Directors Number: SE.52-DIR/ESG/10/2022 Dated 5 October 2022 concerning Sustainability Policy and Strategy (Sustainability Policy & Strategy). ) PT Bank Rakyat Indonesia (Persero) Tbk. Strengthening BRI's ESG governance is supported by the existence of a new organizational structure that specifically handles ESG management in accordance with Decree NOKEP: 575-DIR/PPM/04/2022 dated 12 April 2022 and has been updated with BRI Directors Decree Nokep: 102-DIR/PPM /01/2024 dated January 10 2024 concerning Environmental, Social & Governance (ESG) Committee PT. Bank Rakyat Indonesia (Persero) Tbk.

## Disclosure and Transparency

To ensure equal access to all stakeholders, BRI transparently conveys the Company's financial condition and non-financial aspects through communication channels, including the Annual Report, Sustainability Report, Corporate Website and other Public Disclosures.

## The Board of Commissioners Responsibilities

BRI's Board of Directors and Board of Commissioners act on behalf of all shareholders in formulating overall policies and carrying out supervision to ensure that the Company's operations run efficiently and grow sustainably. All Board of Directors' responsibilities are measured through Key Performance Indicators (KPI) that have been approved by shareholders, the Board of Commissioners and the Board of Directors. In addition, the supervisory function carried out by the Board of Commissioners is outlined in the Board of Commissioners' work program that is regularly reported through the GMS.

## Integrated Governance

As a mitigation measure against potential risks in the BRI Financial Conglomerate, and with the aim of improving the quality of the implementation of good governance principles and ensuring the business continuity of financial entities within the conglomerate, BRI implements integrated Governance based on the Good Corporate Governance principles (Transparency, Accountability, Responsibility, Independence, Fairness).

During 2023, BRI improved the Integrated Governance framework, established a parenting style for managing subsidiaries, and evaluated the level of maturity in implementing Integrated Governance and carrying out duties in each integrated work unit within the BRI Financial Conglomerate.

## Development of Corporate Governance Implementation in 2023

BRI implements Good Corporate Governance based on the of Transparency, Accountability, Responsibility, Independence and Fairness principles, which are carried out by focusing on aspects of Governance Structure, Governance Process and Governance Outcome. BRI's Good Corporate Governance policies and practices refer to applicable regulations, both those issued by the Financial Services Authority, the Ministry of State-Owned Enterprises and other statutory provisions. BRI always ensures that its Good Corporate Governance practices comply with standards applicable in the industry at both national and international levels.

BRI's governance maturity level is reflected through internal measurements using the Governance maturity assessment method and also assessments from independent parties. In 2023, BRI received a number of recognitions for its implementation of governance from rating agencies, including at the ASEAN level, BRI was named as the Top 3 PLC (Public Listed Company) in Indonesia and ASEAN Asset Class by the ASEAN Capital Market



Forum (ACMF). At the national level, BRI received an award as “Most Trusted Company” at the Corporate Governance Perception Index (CGPI) ranking event. BRI believes that good governance implementation is the main foundation for the Company to achieve a better performance, increase BRI’s value, guarantee the fulfillment of the stakeholders rights, and also increase investor confidence which will ultimately create a sustainable BRI business.

BRI also applies an Integrated Governance framework that is implemented in the parent company and in BRI’s subsidiaries, in an effort to build a solid foundation for implementing Good Corporate Governance in the BRI Group.

## Board of Directors, Board of Commissioners and Shareholder Ownership in the Bank Business Group

The Company’s management maintains independence and integrity in carrying out its duties and responsibilities. Ownership of BBRI shares by the Board of Directors and Board of Commissioners (Non-Independent) is part of the remuneration component, in line with Republic of Indonesia Ministry of State-Owned Enterprises regulations, aimed at achieving sustainable performance. As of December 31, 2023, there was no significant share ownership by the Board of Directors, Board of Commissioners and Shareholders in the BRI Bank Business Group, this data can be found in the Share Ownership of Board of Directors and Board of Commissioners section.

## Important Changes in the Bank and Bank Business Groups in 2023

In line with BRI’s vision to become The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion, BRI maintains its commitment to strengthening the BRI Group’s strategies and synergies, to create added value for stakeholders. In accordance with the shareholder agreement, in 2023 FWD, as BRI’s strategic partner in BRI Life, made an additional investment in BRI Life. BRI’s share of ownership changed from 59.02% to 54.77%. BRI also added capital to PT BRI Ventura Investama (BVI) to strengthen BVI’s capital, where in terms of BRI’s share of ownership in BVI there was no significant change in ownership. Looking forward, BRI is fully committed to encouraging the performance and contribution of BRI Subsidiaries, through increasing net profit and fee based income of BRI Subsidiaries, so that they can be a driver of BRI’s future growth in a sustainable manner.

## Assessment of Committees Under the Board of Directors

The Company has established and determined the structure and members of Committees under the Board of Directors to support the implementation of the Board of Directors’ duties. The function of these Committees is to facilitate monitoring and increase the effectiveness of problem solving and development of aspects considered strategic by the Company, in accordance with applicable regulations. These Committees include:

1. Capital & Investment Committee
2. Human Capital Committee
3. Information Technology Steering Committee
4. Procurement Committee
5. Credit Policy Committee
6. Product Committee
7. Project Management Office Steering Committee
8. Risk Management Committee
9. Environmental, Social & Governance Committee

To evaluate the performance of committees under the Board of Directors in supporting company management regular assessments are carried out by the Board of Directors. In 2023, the Board of Directors assesses that the Board of Directors Committee duties to support the Board of Directors duties and responsibilities were carried out in accordance with the provisions and with good quality. These evaluations included frequency of meetings, discussion material on the committee agenda, and follow-up improvements to the results of committee discussions.

## Changes in the Board of Directors Membership Composition

During 2023, there were no changes in the Board of Directors membership composition. However, at the Annual General Meeting of Shareholders on March 13, 2023 it was decided:

1. To dismiss with honor the following from the Company Management:
  - 1) Sunarso as President Director
  - 2) Supari as Micro Business Director
  - 3) Ahmad Solichin Lutfiyanto as Compliance Director
2. To appoint the following as Company Management:
  - 1) Sunarso as President Director
  - 2) Supari as Micro Business Director
  - 3) Ahmad Solichin Lutfiyanto as Compliance Director

As a result the Board of Directors composition as of December 31, 2023 comprised 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Vice President Director and 10 (ten) Directors as follows:

<b>Sunarso</b>	: President Director
<b>Catur Budi Harto</b>	: Vice President Director
<b>Viviana Dyah Ayu R.K.</b>	: Finance Director
<b>Agus Noorsanto</b>	: Wholesale & Institutional Director
<b>Supari</b>	: Micro Business Director
<b>Arga Mahanana Nugraha</b>	: Digital & Information Technology Director
<b>Amam Sukriyanto</b>	: Small & Medium Business Director
<b>Andrijanto</b>	: Network & Services Director
<b>Ahmad Solichin Lutfiyanto</b>	: Compliance Director
<b>Agus Sudiarto</b>	: Risk Management Director
<b>Handayani</b>	: Consumer Business Director
<b>Agus Winardono</b>	: Human Capital Director

## Closing

On this occasion, the Board of Directors would like to express its highest appreciation to all customers and stakeholders for the trust and support given to BRI that supported BRI's brilliant achievements during 2023.

Thank you to all BRILian people for your extraordinary dedication and contribution. The hard work and professionalism spirit shown were the driving forces for BRI's success. We appreciate the collective efforts of BRILian People in achieving the positive results and maintaining BRI's reputation as a leading financial institution.

The Board of Directors would also like to express our thanks to the Board of Commissioners for their important role and cooperation in providing directives and supervision to support BRI's strategic success. The Board of Commissioners' leadership and views were a very significant contribution to the Company's sustainability and growth.

Finally, thanks to the strong collaboration between the Board of Directors, Board of Commissioners, BRILian People, and all stakeholders, we remain committed to continuing to provide the best innovations and services, as well as continuous improvements to realize a brighter future for Bank Rakyat Indonesia.

Jakarta, February 2023  
On behalf of the Board of Directors



**Sunarso**  
President Director



## The Board of Directors

1. Andrijanto (Director of Network & Services)
2. Agus Winardono (Director of Human Capital)
3. Ahmad Solichin Lutfiyanto (Director of Compliance)
4. Handayani (Director of Consumer Business)
5. Supari (Director of Micro Business)
6. Sunarso (President Director)



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- 7. Catur Budi Harto (Vice President Director)
- 8. Viviana Dyah Ayu R.K. (Director of Finance)
- 9. Agus Sudiarto (Director of Risk Management)

- 10. Amam Sukriyanto (Director of Small & Medium Business)
- 11. Arga M. Nugraha (Director of Digital & Information Technology)
- 12. Agus Noorsanto (Director of Wholesale & Institutional Business)



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To our respected shareholders and stakeholders,

First of all, we would like to express our thanks to the presence of God Almighty for His abundance of mercy and grace that helped us face the many challenges from the macroeconomic volatility, geopolitical tensions and high interest rate environment.



**Kartika Wirjoatmodjo**  
President Commissioner

PT Bank Rakyat Indonesia (Persero) Tbk—hereinafter referred to as “the Company or BRI”—displayed a solid ability to navigate the global elevated rate environment, industry and internal challenges and asset quality adjustments and managed to record strong performance with consolidated net profit of Rp60.4 trillion, representing an increase of 17.5% YoY, while maintaining a strong capital position, sufficient liquidity and adequate loan quality.

The Board of Commissioners considers that BRI’s achievements result from BRI’s success in building conservatively managing its business while enhancing value to shareholders. For 128 years, BRI has developed as a leading bank that works as an agent of development in creating social and economic value for Indonesia. These achievements are due to BRI’s ability to maintain customer trust, even through its efforts to strengthen services and products that respond to market needs and developments in the digital era, including digital transformation, along with cultural evolution as stated in the BRIVolution roadmap.

Throughout 2023, the Board of Commissioners supervised and provided feedback to the Board of Directors. In this Board of Commissioners’ Report, we have included our performance assessment of the Board of Directors, our views on the business prospects prepared by the Board of Directors, our views on the Corporate Governance implementation, as well as the structure and changes in the Board of Commissioners composition.

## Economic and Banking Review

The global turmoil, disruption and dynamics that occurred in recent years became serious challenges for the entire world. The Covid-19 pandemic caused a multidimensional crisis that has now subsided, but still leaves a scarring effect that has been exacerbated by geopolitical tensions. Overall, world economic activity continues to experience a slowdown with high uncertainty as global economic growth in 2022 grew by 3.5%, and was predicted to continue to slow down in 2023.

This can be seen in the economic conditions of a developed country such as the United States, which still grows strongly, driven by household consumption and domestic services. On the other side though, China’s economic conditions are still experiencing challenges, and returning to pre-pandemic times.

The inflation rate in developed countries still experienced an upward trend during 2023, despite the potential for stagflation, but with pressure starting to subside. In response to this, monetary interest rates policies from the Fed and Central Banks of other developed countries maintained high interest rates which appear to be remaining elevated over a longer period of time (higher for longer). This was in line with the increase in government bond yields, especially US Treasuries, as a result of an increase in long-term risk premiums to meet fiscal financing needs. This financial market uncertainty led to tightening external financing, as reflected in the continued capital outflows in emerging markets, which placed financial and economic pressure on emerging markets.

Despite experiencing a slight slowdown compared to the previous year, Indonesia’s economic growth through the third quarter of 2023 reached 5.05% YoY, showing strong growth despite the elevated global rate environment. This growth was due to domestic demand from household consumption, and increased investments due to declining Government consumption and export performance. Sectorally, Indonesia’s economic growth comes from the Manufacturing, Wholesale and Retail Trade, and Construction Industries. However, other sectors still experienced slow growth, including agriculture, trading and transportation and warehousing. Spatially, the region experiencing the highest growth was the Sulawesi-Maluku-Papua region. In 2024, thanks to fiscal stimulus in the form of social assistance, the continuation of infrastructure projects, and the holding of democratic elections, it is anticipated that positive sentiment will support economic growth.

# Board of Commissioners’ Report

**During the 2023 financial year, BRI recorded credit disbursement of IDR1,266 trillion, growing 11.2% compared to the previous year which amounted to IDR1,139 trillion.**



Tightening monetary policy with the Fed's trend of increasing interest rates forced Bank Indonesia (BI) to continue raising the BI 7-Day Reverse Repo Rate (BI7DRR) interest rate to 6% at the end of 2023. This triggered a tightening of liquidity, as seen in the higher loans to deposits (LDR) ratio. In November 2023, the banking industry recorded loan growth of 9.7% YoY, a slight slowdown from 11.3% YoY in November 2022. On the other side, Third Party Funds grew by a modest 3.0% YoY, also a slowdown from 8.9% YoY in November 2022. Loan quality improved, as seen in the system gross non-performing loan (NPL) that stood at 2.36% in November 2023, from 2.65% in November 2022.

The Board of Commissioners sees that global economic conditions in 2024 will still be full of challenges, but there is hope for improvement. International trade volume is expected to grow and rebound with support coming from the group of developing countries in Asia. Meanwhile, in developed countries, inflationary pressure is expected to continue to subside after passing its peak in 2023, although the inflation rate could remain quite high. This is expected to happen together with normalization in commodity prices that were impacted by post-pandemic supply disruption and the geopolitical crisis. However, the US economy is projected to continue in a slowing trend as a result of the impact from tightening monetary policy and the lagging effect of inflation. While, the European economy will improve although at a slow growth rate. China's reopening policy still has the potential to result in global inflationary pressure, and for this reason, global monetary policies are expected to remain tight with increasingly limited fiscal space.

In contrast, the Board of Commissioners' view is that Indonesia's economic recovery will continue. Household consumption growth performance in 2023 was relatively well maintained. Considering that household consumption is a large contributor to GDP, it is hoped that it can support national economic growth amidst the weakening global trend. In addition, the democratic party or general elections in 2024 are expected to accelerate a recovery in MSME (Micro, Small and Medium Enterprises) businesses

Through strong national economic fundamentals, together with the support of Government policies in maintaining effective economic activities, the Board of Commissioners is optimistic that the national economy, banking industry, including BRI will continue to show healthy and strong growth.

## Frequency and Method of Providing Advice to the Board of Directors

In accordance with the mandate in the Company's Articles of Association, the Board of Commissioners duties include supervising the Company's management and provide advice to the Board of Directors. To optimize its supervisory duties and responsibilities, one of the methods used by the Board of Commissioners includes holding joint meetings with the Board of Directors (Radirkom), and Internal Board of Commissioners Meetings (Rakom) both regularly and incidentally. The advice conveyed in the meetings is further stated in letters from the Board of Commissioners to the Board of Directors the related to the topics discussed. Providing advice to the Company's Board of Directors can also be provided through meetings of committees under the Board of Commissioners, and work visits to gain information in the field to monitor the Company's strategies. The Board of Commissioners also conveys opinions, advice and responses to the Board of Directors' proposals in letters to the Board of Directors, letters of approval or decision letters in accordance with their authority.

During 2023, the Board of Commissioners conducted 17 Radirkom and 7 Rakom, which included discussions on several critical issues in the Company, submitting approvals and confirming several decisions in the Board of Commissioners' decision letters. Approvals carried out included the Company's Budget Work Plan and other strategic plans contained in the Company's Business Plan, approval of corporate actions carried out by the Company in accordance with the authority of the Board of Commissioners, approval for providing funds to related parties, approval of the Sustainable Financial Action Plan, approval of the reviews of the Risk Appetite Statement, Recovery Plan, Resolution Plan and other approvals under the authority of the Board of Commissioners as regulated in the Articles of Association and applicable regulations.

## View on the Board of Directors' Performance

BRI recorded strong financial performance in 2023, despite the global economic challenges and uncertainty. Based on OJK (Financial Services Authority) data in November 2023, commercial bank loan growth grew 9.7% YoY. This shows that market demand was still strong thanks to increasing economic activity. Thanks to these conditions, increased optimism in MSMEs was also reflected in the BRI MSME Index for December 2023, which also increased compared to the previous quarter. The Board of Commissioners view is that BRI has succeeded in achieving a solid and encouraging performance that can be seen in the realization of performance targets.



In the 2023 fiscal year, BRI's loan disbursements reached Rp1,266.4 trillion, an increase of 11.2% compared to Rp1,139.1 trillion the previous year. This loan growth was dominated by the micro segment, which reached Rp611.2 trillion, an increase of 10.9%. BRI microlending accounted for 48.3% of BRI's total loans, the highest in the national banking industry. This further strengthens BRI's commitment to become an Agent of Development and to continue to strengthen the MSME segment at the bottom of the business pyramid as the backbone of the Indonesian economy. Furthermore, BRI will continue to develop potential new sources of growth both through retail banking, the Ultra Micro segment and diversified growth in other segments.

Based on asset quality, the gross non-performing loan (NPL) ratio was 2.95%, an increase from 2.67% from the previous year. The asset quality weakness was due to efforts to reduce the reliance on restructuring, especially from the micro and small segments. Loan loss reserves remained quite adequate with an NPL coverage ratio of 229.09%, with the cost of credit (CoC) improving to 2.38% in 2023 from 2.55% in 2022.

On the loan risk management side, BRI still maintained a soft landing strategy whereby it downgraded loans that could not be restructured after a survey/assessment had been carried out based on actual business conditions. In 2023, total loans restructured due to Covid 19 decreased to 4.8% of total loans, from the previous 10.4% in 2022. The majority of this decrease came from payments from debtors in the small and corporate segments. The Board of Commissioners urges the Board of Directors to ensure that in their efforts to achieve loan growth, they must continue to pay attention to the principles of prudence and good risk mitigation.

Meanwhile, on the liabilities side, BRI's TPF (Third Party Funds) in 2023 stood at Rp1,358 trillion, an increase of 3.9% YoY where the growth in low cost funds CASA was stagnant to reach 64.3% in 2023. Despite the decline, the CASA ratio was still well maintained above historical levels, which on average were below 60%. This resulted in an increase in CoF (Cost of Fund) to 3.00% in 2023, from 2.06% in 2022. The Board of Commissioners always urges the Board of Directors to focus on transforming BRI's liabilities, by strengthening its ecosystem-based business, penetrating mobile banking as a digital financial solution, and optimizing penetration of cash management services for customers, so they can excel in the competition for transaction banking services.

Based on the efficiency level, BRI improved its CIR (Cost to Income Ratio) ratio at 41.89%, down from the previous 44.87% in 2022. This decrease was due to efficiency efforts, one of which was the use of digitalization in carrying out BRI business processes and utilization of banking agents.

BRI's operational income reached Rp45.6 trillion, an increase of 16.6% YoY. This was mainly due to Fee Income that reached Rp20.7 trillion, an increase of 10.3% YoY, and recovery income that reached Rp16.8 trillion, an increase of 35.0% YoY. The Board of Commissioners' opinion is that the contribution of BRI Group's Fee Based and Other Operational income can be further optimized through increasing synergy and collaboration between Subsidiary Companies and BRI as the parent company.

In terms of profitability, BRI's profitability ratio continued to improve. This can be seen from the ROA (Return on Asset) ratio that stood at 3.24% from the previous 3.01% in 2022. The ROE (Return on Equity) ratio also increased to 19.95%, an increase of 232bps from 17.63% in 2022. In addition, BRI also increased its leverage ratio to 6.2 times from 6.1 times the previous year. Through these achievements, the Board of Commissioners' view is that BRI maintains a sizable opportunity to optimize its capital by leveraging the business as economic recovery continues.

Overall during the 2023 fiscal year, BRI recorded a net profit of Rp60.4 trillion, an increase of 17.5% compared to the previous year's Rp51.4 trillion. This net profit growth was driven by BRI's profit achievement of Rp53.1 trillion, an increase of 11.1% compared to Rp47.8 trillion in 2022. While, the subsidiaries' profit contribution increased from 10.2% to 12.1% in 2023.

The Board of Commissioners realizes that the positive financial performance in 2023 was achieved thanks to improvements and consistency in the banks continued transformation. On the human capital side, BRI is undertaking a number of efforts with the main focus on increasing capabilities, productivity, BRI Group synergy as well as environmental, social and governance (ESG) and people analytics. Technological support is also reflected in achievements in the field of digital development as evidenced by 98.9% of total transactions carried out via digital channels. The focus of technology development carried out is divided into 3 (three) focus areas, namely Composable Resiliency, Composable Open Banking, Composable AI/ML, and Excellence Enablers. The Board of Commissioners always urges the Board of Directors to ensure that talent development is not only carried out within BRI but extends to its subsidiaries. Furthermore, alignment and integration of technology within the BRI Group should also be carried out.



This success was realized through the support of a widespread and high quality infrastructure network. During 2023, BRI on a bank only basis operated 7,755 office networks, 686,128 electronic networks, and 740,818 BRILink Agents, and with this infrastructure, BRI has been developing a hybrid bank business model that successfully combines the development of banking digitalization while still providing conventional services to bring financial services closer to all levels of society. This business model is further strengthened by BRI's ultra micro holding that helps to optimize increased inclusiveness.

Overall, the Board of Commissioners would like to express its appreciation to the Board of Directors for the achievements achieved during 2023. Furthermore, the Board of Commissioners would like to advise the Board of Directors to always maintain effective communication and collaboration at all organization levels so that it can maintain the quality of sustainable growth while creating a healthy company culture.

## Strategy Formulation and Implementation Supervision

The Board of Commissioners always carries out an active supervisory function on the Company's risk-based strategy in accordance with its responsibilities and authority. Throughout 2023, the Board of Commissioners provided advice, direction and recommendations to Management based on the supervisory results in question, including the implementation of strategies, Company policies and also provided approvals in accordance with its provisions and authority. This advice, direction and recommendations provided included:

1. Strategic aspects including supervision of the strategy in each Company business segment, transformation of information technology and work networks, implementation of strengthening secondline and thirdline functions, research into regional economic potential, ultra-micro ecosystem synergy, the human capital strengthening program, product management, and progress of ESG (Environmental, Social and Governance) implementation.
2. Credit aspects, including follow-up on LaR (Loan at Risk) management, reviews of the condition of high risk debtors in each segment and product, supervision of the restructuring debtors portfolio, and reviews of the quality in the productive assets portfolio.
3. Funding aspects including supervision of BRI's conditions and strategies in dealing with its liquidity position and securities position, supervision of conditions and strategies in raising funds and (FBI) fee-based income.
4. Policy aspects including supervision of the General Credit Policy, and initiated reviews of the Human Capital Policy, General Risk Management Policy, Governance and Compliance Policy, the Risk Appetite Statement (RAS), Recovery Plan and Resolution Plan.

5. Financial conglomerate aspects including supervision of the Holding UMi (Ultra Micro), transformations carried out by subsidiaries in line with the Company's direction to strengthen the integrated governance framework including aspects of risk management, compliance and integrated internal audit, portfolio reviews of Subsidiaries, and the corporate action to acquire PT. BRI Danareksa Investment Management.

Based on the Financial Services Authority (OJK) Regulation No: 5/POJK.03/2016 concerning Bank Business Plans, the Board of Commissioners is obliged to carry out supervision of the implementation of the Bank Business Plan that includes the management policies and strategies. The results of this supervision are stated in the Bank's Business Plan Monitoring Report that is submitted to the OJK every semester, as follows:

1. PT BRI (Persero) Tbk Board of Commissioners Supervisory Report, Semester II 2022 Number: R.20-KOM/02/2023 Dated February 21, 2023.
2. PT BRI (Persero) Tbk Board of Commissioners Supervisory Report, Semester I 2023 Number: R.79-KOM/08/2023 Dated August 30, 2023.

In 2023, the Board of Commissioners submitted the following responses to the Board of Directors on the Company's quarterly performance achievements, including reviews of the implementation of the Company's strategy:

1. Letter No. R.19-KOM/02/2023 dated February 21, 2023 concerning Response to the PT BRI (Persero) Tbk Performance in Quarter IV 2022.
2. Letter No. R.45-KOM/05/2023 dated May 05, 2023 concerning Response to the PT BRI (Persero) Tbk Performance in Quarter I 2023.
3. Letter No. R.85-KOM/09/2021 dated September 12, 2022 concerning Response to the PT BRI (Persero) Tbk Performance in Quarter II 2023.
4. Letter No. R.107-KOM/11/2023 dated November 07, 2023 concerning Response to the PT BRI (Persero) Tbk Performance in Quarter III 2023.

## View on the Business Prospects Prepared by the Board of Directors

The rate of global economic growth in 2024 is predicted to continue to slow. Many challenges in the form of rising interest rates, limited space for fiscal stimulus, and limited productivity are still a threat. However, despite the uncertainty of global economic conditions, there are still factors driving the national economy, including the potential for increased Government spending, the continuation of infrastructure projects and the general election in 2024.

The Board of Commissioners view is that in general the business prospects presented by the Board of Directors in the Bank's Business Plan 2024 - 2026 were quite relevant. In order to strengthen BRI Group's internal capabilities, the business prospects are also good, appropriate and in line with the journey that the Company has prepared through Brivolution 2.0.

2023-2024 is the "Scale Up and Sope Up" stage with the aspiration to "Scale Up New Growth Engine and Beyond Banking". In 2023, BRI's efforts included realizing the aspirations to prioritize "Strengthening Retail Banking Capabilities". In 2024, BRI targets increasing contributions from subsidiaries and becoming a bank that leads in banking financial transactions through digital products and services.

With good fundamental support and a strong commitment to provide financial services with superior capabilities so they become a one-stop digital platform solution for customers, the Board of Commissioners believes that BRI will take advantage of the opportunities in the banking industry well. In line with these aspirations, the Board of Commissioners always calls for sharpening the focus of transformation in the main areas, namely digital and human capital.

In an effort to develop these fundamentals, the Board of Commissioners has conveyed to the Board of Directors that all BRI personnel, especially those who deal directly with customers, receive adequate provision and training so that they can provide optimal services in accordance with the standards set by BRI. In the human capital aspect, the Board of Commissioners encourages strengthening the quality of human capital down to subsidiaries so they have the competitiveness and become major players in each industry, including optimizing talent mobility as a form of knowledge transfer.

Then, a strong commitment to digital transformation is also carried out through adaptation of innovations and technologies such as artificial intelligence (AI), big data analysis and digital banking services. The Board of Commissioners urges BRI to always be customer centric, so that all innovations and improvement efforts undertaken can answer customer needs.

Regarding the business prospects that have been prepared by the Board of Directors, the Board of Commissioners approved the 2024 Budget and Company Work Plan 2024-2026 prepared by the Board of Directors taking into account the global and domestic economic conditions, as well as relevant macroeconomic assumptions. The Board of Commissioners approved and provided direction and recommendations through Board of Commissioners Letter R. 111-KOM/11/2023 dated November 28, 2023 concerning Approval of the Proposed Bank Business Plan for 2024-2026, and BRI's Corporate Budget Work Plan for 2024.

## View on the Bank's Governance Implementation

BRI is committed to always implementing good corporate governance (GCG) at all levels of the organization that refers to regulations and best practices for implementing the relevant corporate governance in the financial industry, so that it can support the achievement of sustainable performance. In carrying out its supervisory function, the Board of Commissioners strives to ensure that the Board of Directors' management is in accordance with applicable laws and regulations and provides the necessary advice on every strategic action in order to achieve the Company's objectives.

BRI has improved the governance aspects by improving policies, improving management processes and optimizing results that has had an impact on increasing BRI's value in the eyes of stakeholders. The improvement of these aspects can be seen in the recognitions received from independent parties regarding the governance implementation at BRI. Supervision of governance is reflected through input on policies and processes including the anti-bribery management, WBS management and the effectiveness of compliance culture systems. BRI also intensively monitors the recommendations given by the Board of Commissioners to the Board of Directors through digital dashboards and effective communication with each person responsible for following up on recommendations.

As a step to evaluating and assessing GCG internally, BRI is guided by POJK Number 17 of 2023 concerning the Governance Implementation in Commercial Banks, SEOJK No. 17 of 2017 and other applicable regulations. Evaluation and assessment by internal parties is carried out through self-assessments each semester. The self-assessment results then become part of the Bank's health level assessment, which is submitted to the regulator. BRI also pays attention to independent governance evaluations and assessments from external parties.

The Bank Health Level consists of four assessment factors, Risk Profile, GCG, Profitability and Capital. BRI Bank's Health Level Rating in semester II/2023 received a composite rating of 2 (healthy), meaning that the Bank's condition is generally healthy, so it is considered capable of facing significant negative influences from changes in business conditions and other external factors. The Composite Ranking has not changed compared to Semester I/2023. The Bank Health Level Assessments are reported to the regulator (OJK) every semester covering the June and December periods.



The Company's governance implementation is based on the five basic principles of GCG. During its implementation, the Company carries out periodic self-assessments of 11 GCG factors as regulated by the Regulator. The Board of Commissioners' assessments show that the Company's implementation of GCG principles is good, as reflected in the self-assessment results for the GCG implementation, which reached Rank 2 (Good). These assessments are carried out periodically and are not only limited to the scope of the parent company, but are also carried out together with subsidiaries as part of the BRI financial conglomerate. The self-assessment results for the Integrated GCG implementation reached Rank 2 (Good).

This reflects that BRI Management has implemented GCG by following the aspects of governance structure, governance process and governance outcomes, and these are generally categorized as Good.

In 2023, the Company's GCG assessment was also carried out by external parties with the following results:

- 1 ASEAN Corporate Governance Scorecard (ACGS)  
BRI received awards in the form of TOP 3 Public Listed Company in Indonesia and ASEAN Asset Class in the 2023 ACGS ranking held by the Asean Capital Market Forum (ACMS).
- 2 Corporate Governance Perception Index (CGPI)  
Based on the 2023 CGPI assessment results by The Indonesian Institute for Corporate Governance (IICG), BRI was ranked "Most Trusted Company". The commitment to implementing Integrated Governance in the BRI Group was further proven by the participation of Subsidiaries in the CGPI Award, where 1 (one) Subsidiary Company received the "Very Trusted" title and 4 (four) others received the "Trusted" title.
- 3 S&P Global Corporate Sustainability Assessment (CSA)  
BRI received S&P Global CSA assessment results with a score of 63 in 2023.

The Company's GCG implementation has been running well, as can be seen in the following components.

## Implementation of Compliance Functions

The implementation of BRI's Compliance Function refers to the Financial Services Authority Regulation Number: 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of Commercial Bank Compliance Functions. The Board of Directors, through the Compliance Function Work Unit, regularly reports on the implementation of the compliance function to ensure that the policies, systems and procedures, as well as business activities are carried out by BRI, both corporately and operationally, and are in accordance with regulatory provisions and always prioritize the precautionary principle.

The Board of Commissioners together with the Board of Directors continues to encourage improved implementation of the compliance function at all levels of the organization. The Board of Commissioners always provides advice to the Board of Directors and all Brillan People to continuously strengthen Compliance Culture, always pay attention to Standard Operating Procedures (SOP), and operational technical instructions, to carry out monitoring and supervision so that the imposition of fines by Regulators can be reduced and minimized. The Board of Commissioners also urges the Board of Directors to make efforts to complete commitments and follow up on audit results by external parties and regulators at the first opportunity. The Board of Commissioners also requests that the Board of Directors always monitors and encourages the updating of customer data, and to continue to pay attention to APU and PPT policies when providing digital services.

The Company's compliance risk profile is at a composite rating of 2 (Low to Moderate). The Board of Commissioners' opinion is that the Company's Compliance Function has gone well, but awareness and a culture of compliance must continue to be increased at all levels. The Board of Commissioners has also advised the Board of Directors to continue to make improvements to Corporate Governance (GCG), especially when reporting compliance and fraud control.

## Anti-Fraud Strategy

BRI has an Anti-Fraud Strategy policy, as adapted to OJK Regulation Number: 39/POJK.03/2019 concerning Implementation of Anti-Fraud Strategy for Commercial Banks, which is then outlined in the Company's internal policy. This policy is a form of commitment from management for controlling fraud and has been implemented in the fraud control system to reflect the serious attention from the Company's Board of Commissioners and Board of Directors' zero tolerance for any form of internal or external fraud.

During 2023, internal and external fraud will still occurred. The Board of Commissioners pays close attention to the frequency of these incidents and potential losses to reflect the serious attention the Company's Board of Commissioners and Board of Directors pays for preventing and controlling fraud. On an ongoing basis, Management continues to make improvements in the Anti-Fraud Strategy in each pillar.

In Pillar 1, Prevention, the Company instigated the following: signing an integrity pact starting from the Board of Directors, Board of Commissioners to all BRI Employees, conducting employee awareness and customer awareness activities through education and socialization, identifying vulnerabilities through analysis of control weaknesses which have and/or has the potential to cause information fraud, strengthening the Branch Risk Compliance (BRC) and Unit Risk Compliance (URC) functions and increasing Know Your Employee (KYE) which is aimed at

detecting employees with a high potential risk of committing fraud based on certain parameters (for example: online gambling).

In Pillar 2, Detection, the Company received several complaints including: WBS regarding violations and indications of fraud through media such as SMS, Letters, Telephone, Email, Website and WhatsApp, as well as Enhancement of the Supervision Dashboard by adding several crucial indicators, Enhancement of Fraud Rules Detection System (FD), and others.

In Pillar 3, Investigation, Reporting and Sanctions, the Company has carried out: investigation of inventory reporting of fraud incidents and incidental reports of significant fraud that could disrupt the Bank's operational activities in accordance with applicable provisions to the Regulator, and sanctioned perpetrators of fraud.

In pillar 4, Monitoring, Evaluation and Follow-up, the Company has carried out: implementing a Risk Management Forum (FMR) that discusses handling internal and external fraud, a Fraud Recovery program that seeks to complete recovery from perpetrators and parties involved in fraud, and collaborating with law enforcement in arresting internal and external fraud perpetrators.

BRI strives to suppress and reduce the incidence of fraud and optimize recovery of losses due to fraud. Some of the efforts made include developing systems and execution governance in the Fraud Detection System (FDS), strengthening Governance Risk Compliance Culture at all levels of employees, optimizing the RRM (Regional Risk Management) Team by perfecting the RRM Team framework, improving fraud recovery and periodically conducting top level reviews and functional reviews related to the Anti-Fraud Strategy.

The Board of Commissioners also monitored and evaluated the Anti-fraud Strategy on a semi-annual basis, reported fraud incidents that had a significant impact, and provided input to the Board of Directors for strengthening the Anti-Fraud Strategy in each pillar, including monitoring the follow-up to improvements and recovery efforts for incidents. fraud. The Board of Commissioners urges the Board of Directors and all Brilian People to always be alert to all modes of fraud that occur, so as to maintain the Company's reputation and public trust.

## Gratification Control

BRI's commitment to managing gratification control continues to be improved, through Anti-Bribery and Gratification Control policies that serve as guidelines for all BRI personnel in preventing gratification and bribery practices that can harm BRI's interests and conflict with GCG principles, so as to create a conducive control environment in accordance with the Board of Directors' Circular Letter Concerning BRI Anti-Bribery and Gratification Control.

The Company has established a BRI Gratification Control Unit to prepare programs, provide information services and gratification reporting on and need to develop anti-fraud detection based on big data analytics.

During 2023, the Company's gratification control programs, included:

1. Commitment to Gratification Control  
The Board of Commissioners and Board of Directors together with all employees signed an anti-gratification commitment in the code of ethics statement, and BRI employees throughout Indonesia signed an integrity pact and an anti-bribery self-assessment in the context of mapping points prone to gratification.
2. Education and Outreach Program  
The Control Unit in collaboration with BRI Corporate University carried out socialization via e-learning of the gratification policy to all employees
3. Gratification Policy Update  
The Gratification policy that was previously regulated in the Board of Directors Circular No. SE.63-DIR/KEP/12/2020 dated December 8, 2020 concerning BRI Anti-Bribery and Gratification Control Provisions, was replaced by the Board of Directors Corporate Governance Policy Circular No.SE.09-DIR/KEP/03/2023 dated March 15, 2023 Book 3 concerning Anti-Bribery and Gratification Control.
4. Reporting on Acceptance/Rejection of Gratification  
During 2023, the Gratification Control Unit received 61 gratification reports.

The Board of Commissioners advise is that the internal gratification control must continue to pay serious attention to ensure that BRI's business processes run in accordance with applicable business ethics and to uphold the value of integrity.

## Whistleblowing System

BRI's commitment to implementing good Corporate Governance, is in line with one of the pillars of the Anti-Fraud Strategy, namely the detection pillar as stipulated by the regulator, and identification is carried out to find fraud incidents. Therefore, BRI has prepared reporting media that is managed transparently and fairly through the Whistleblowing System (WBS).

The process of reporting violations through the WBS is part of BRI's efforts to prevent violations and negative publicity against the Company. The Board of Commissioners view is that WBS will help improve the implementation of Good Corporate Governance (GCG) based on behaviors that are in accordance with the code of ethics and corporate culture.

In 2023, the Board of Commissioners provided responses and input on the effectiveness of the BRI Whistleblowing System. In its implementation, 30 (thirty) complaint reports with 50 (fifty) sub-indications of violations were received.



The Board of Commissioners always carries out periodic monitoring and supervision to ensure the WBS system is running well. In its implementation, and to do so the Board of Commissioners is assisted by the Audit Committee, Internal Audit Work Unit and other related units in order to evaluate and follow up on reports received.

The Board of Commissioners is of the opinion that in general the implementation and follow-up of the WBS during 2023 in the Company functioned well. This is reflected in BRI's collaboration with the Corruption Eradication Commission by implementing the Whistleblowing System Application as a form of joint commitment in eradicating criminal acts of corruption. The Board of Commissioners always provides direction to the Board of Directors to continue to socialize the implementation of WBS in order to create a clean, professional and intergrated working environment.

## Implementation of Risk Management

During the challenges of global economic uncertainty and multidimensional risks, the Board of Commissioners is increasing its supervision of the effectiveness of risk management so that sustainable business growth can be created.

BRI has a Governance Risk Management & Compliance framework to control risks and ensure compliance with the implementation of business pillars and support, so that efforts to achieve BRI's performance targets are also supported by operational excellence. Within the framework of implementing Risk Management there are four pillars, namely:

1. Active supervision by the Board of Directors and Board of Commissioners
2. Adequacy of Risk Management policies and procedures and determination of Risk limits
3. Adequacy of risk identification, measurement, monitoring and control processes, as well as supporting information systems
4. Comprehensive Internal Control System

In carrying out its active supervisory function over the implementation of risk management, the Board of Commissioners is assisted by the Risk Management Monitoring Committee to ensure that BRI's risk management meets the elements of adequate risk management procedures and methodology. Supervision is carried out through meetings with the Director of Risk Management and other relevant Directors according to the topic of discussion. Discussion forums with the Risk Management Work Unit are carried out directly to review reports submitted by the Board of Directors. In 2023, the Board of Commissioners' supervision included reviewing approval of the General Risk Management Policy, Risk Appetite Statement, Recovery Plan, Resolution Plan and Loan Portfolio Guideline, and others.

As the Main Entity in the BRI financial conglomerate, implementing Integrated Risk Management is important to determine the risk exposure that may arise in the integrated financial conglomerate activities. For this reason, Integrated Risk Management needs to be carried out comprehensively where at the supervision level the Board of Commissioners is assisted by the Integrated Governance Committee. This supervisory approach is carried out using a capital management and risk management approach in operations and business covering all levels of the BRI organization and members of the Financial Conglomerate.

For consolidated and integrated risk management, BRI has the BRI Financial Conglomerate Integrated Governance Guidelines as one form of the Company's compliance with regulations in force in Indonesia. In addition, the Company has established an Integrated Risk Management Work Unit, an Integrated Compliance Work Unit and an Integrated Internal Audit Work Unit that are directly responsible to the respective Director or Senior Executive Vice President (SEVP) in charge.

The Board of Commissioners is of the opinion that BRI's risk management system has been implemented well and carried out proactively while maintaining the level of risk profile throughout 2023. This is reflected in the results of the self-assessments of the main banking risks in carrying out its business activities, so that in Quarter IV/2023 the Company maintained its Composite Risk Profile Rating at the "low to moderate" level. Furthermore, the Board of Commissioners has advised the Board of Directors to always maintain a good risk profile rating not only for BRI but also at the BRI Group level.

## Internal Control System

All BRI management and employees play a role and are responsible for ensuring the implementation and improvement of the quality of a reliable and effective internal control system. The Board of Commissioners also plays an active role in supervising and establishing a culture of control at BRI, assisted by the Audit Committee. Supervision of the internal control system is carried out by the Board of Commissioners, through regular meetings with the Board of Directors and Executive Officers to discuss the effectiveness of the Internal Control System, and to provide direction to continue to strengthen internal control in all of the Company's activities. In addition, the Internal Audit Work Unit (SKAI) periodically reports the results of audit findings carried out by internal and external auditors as well as the results of follow-up actions.

The Company's internal control is ensured through the third line model, a line of internal audits that ensures that risk management remains within tolerance limits (risk appetite), and governance processes and systems have been implemented effectively and adequately in order to achieve the Company goals.

For its implementation, the Company uses an international standard internal control system, namely the Internal Control System developed by the Committee of Sponsoring Organizations of The Treadway Commission (COSO) that includes the control environment, risk assessment, control activities, information and communication as well as monitoring activities.

The Board of Commissioners is of the opinion that in general the BRI internal control system implemented has been running well, is functioning effectively and provides adequate confidence. In 2023, in order to improve the quality of internal control, strengthening was carried out through the implementation of the ICoFR (Internal Control over Financial Report) roadmap according to the journey. Apart from aiming to achieve the reliability of consolidated financial reports, further improving the efficiency and effectiveness of internal control-based business processes, maximizing the accuracy of data and information, strengthening the adequacy of applicable policies and regulations, fostering a culture of risk awareness, ICoFR also aims to provide confidence and act as an adequate early warning system. In this way, all levels (lines of defense) can work together in carrying out the combined assurance function so as to increase value for stakeholders. The Board of Commissioners urges management to continuously improve the internal control system and ensure the completion of ICoFR implementation in accordance with the roadmap.

## Corporate Social Responsibility

In line with BRIVolution 2.0's aspiration to become "The Most Valuable Banking Group in Southeast Asia & Champion of Financial Inclusion", BRI also set aspirations to achieve a "World Class Sustainable Banking Group". To create a direct and targeted program, the implementation focus was classified into 3 (three) strategic pillars, namely Environment, Social and Governance (ESG).

In the environmental aspect, BRI supports and plays an active role in realizing Net Zero Emissions (NZE). Aiming to achieve the NZE target by 2050, BRI has developed a journey through various initiatives based on the global Science-Based Target Initiative (SBTi) standards. One of BRI's concrete steps involved implementing a work culture in line with the principles of sustainability, including optimizing digital devices, efficient use of paper and plastic, energy saving culture, and implementing a green network by using electric vehicles for operations and using solar panels in BRI work units.

For the social aspect, BRI always makes a real contribution to equalizing Indonesia's economic prosperity through financial inclusion. Through a Hybrid Bank business model that integrates physical presence through BRILink agents, Ultra Micro synergy, and digital instructors as well as with the support of capable digital technology and innovation (digital capabilities), BRI has succeeded in offering banking network access in urban areas in 3T areas (underdeveloped, frontier, outermost). BRI's Ultra

Micro Holding Synergy also provides a more comprehensive and structured concept of empowering micro and ultra micro businesses in the form of the Ultra Micro Business Journey so that the micro and ultra micro businesses can move up in class.

The commitment to carrying out sustainable business processes in the governance aspect was confirmed by BRI joining as a member of the United Nations Global Compact (UNGC) in March 2023. UNGC is a global initiative initiated by the United Nations (UN) and has 10 universal principles including human rights, employment, the environment and anti-corruption. BRI also organizes stakeholder engagement forums to gain a deep understanding of perspectives and constructive input from stakeholders.

To support BRI's consistency in implementing the ESG roadmap, the Board of Commissioners actively carries out supervision through meetings with the Board of Directors and through field work visits, including granting approval for BRI's 2023 Sustainable Financial Action Plan, to ensure that the ESG roadmap program has been carried out consistently and effectively up to the work unit at the lowest level.

The Board of Commissioners advise to BRI is to always focus on implementing sustainable financial principles, consistently and in line with the strategy for achieving the Company's vision and mission.

## Performance Assessment of the Committees under the Board of Commissioners

To support the active role of the Board of Commissioners when carrying out its duties and responsibilities, the Board of Commissioners has established four committees, namely:

### 1. Audit Committee

The Audit Committee is responsible to the Board of Commissioners by providing independent opinions on matters that require the attention of the Board of Commissioners in accordance with GCG principles and applicable laws and regulations.

Supervision carried out by the Audit Committee includes the effectiveness of the monitoring and evaluation system for the planning and implementation of both internal and external audits and their follow-up, reviewing compliance with laws and regulations relating to the company's activities, monitoring and providing input on the design and process of the Internal Control over Financial Reporting (ICoFR) as well as implementation of integrated internal control, and other tasks that are presented in detail to each section of the Board of Commissioners Committee.



The Board of Commissioners is of the opinion that the Audit Committee has carried out its duties and responsibilities well during 2023, having held 23 (twenty three) meetings.

## 2. Risk Management Monitoring Committee

The Risk Management Monitoring Committee is re-sponsible to the Board of Commissioners to help carry out evaluations and ensure that the risk management in the Company meets the elements of adequate risk management procedures and methodologies.

Monitoring activities carried out by the Risk Monitoring Committee include: evaluating and analyzing the Company's quarterly risk profile, monitoring the Bank's health level every year, providing recommendations or opinions regarding the provision of loans above a certain amount which requires consultation by the Board of Commissioners, conducting analysis of recovery and resolution plans, carrying out analysis and recommendations on BRI key issues, and other tasks which are presented in detail to each section of the Board of Commissioners Committee

The Board of Commissioners assessment is that the Risk Management Monitoring Committee has carried out its duties and responsibilities well during 2023, having held 45 (fourty five) meetings.

## 3. Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible to the Board of Commissioners to support the effective implementation of the Board of Commissioners duties and responsibilities, related to Nomination and Remuneration for members of the Board of Directors and members of the Board of Commissioners in accordance with applicable laws and regulations and the principles of Good Corporate Governance. The appointment and dismissal of members of the Nomination and Remuneration Committee is carried out by the Board of Commissioners.

To support the effectiveness of supervision by the Board of Commissioners, the Nomination and Remuneration Committee carries out activities including: providing constructive suggestions and input on the Management nomination system and procedures and talent selection for the Management of BRI and subsidiaries, providing input on the results of strategic human capital policy reviews, evaluating talent pool policies, providing recommendations on proposals for approval by the Management of Subsidiaries in accordance with their authority, and other tasks that are conveyed in detail to each section of the Board of Commissioners Committee.

The Board of Commissioners view is that the Nomination and Remuneration Committee has carried out its duties and responsibilities well during 2023, having held 20 (twenty) meetings.

## 4. Integrated Governance Committee

The Integrated Governance Committee is responsible to the Board of Commissioners for carrying out supervisory duties regarding comprehensive and effective governance that applies the principles of transparency, accountability, responsibility, independence or professionalism, and integrated fairness in the Financial Conglomerate.

Monitoring carried out by the Integrated Governance Committee includes a process of continuous improvement of policies, procedures and practices at all levels within the Company to ensure that internal control is implemented, compliance functions are implemented and integrated risk management is implemented.

The Board of Commissioners view is that the Integrated Governance Committee has carried out its duties and responsibilities well during 2023, having held 21 (twenty one) meetings.

The implementation of the work plans of the Committees is carried out through Committee Meetings by inviting Directorates and Subsidiaries, Discussion Forums with related Divisions and Work Units, both directly and indirectly, by evaluating the reports that have been received and then all of them are reviewed by each each Committee. The results of the review are submitted in writing to the Board of Commissioners.

## Board of Commissioners' Composition

During 2023, there was one change in the Company's Board of Commissioners membership composition as explained below:

### Board of Commissioners' Composition prior to the Annual GMS on March 13, 2023

The composition of the Board of Commissioners before the Annual General Meeting of Shareholders (AGMS) on March 13, 2023 was 10 (ten) people consisting of 1 (one) President Commissioner, 1 (one) Deputy President Commissioner/ Independent Commissioner, 6 (six) an Independent Commissioner and 2 (two) Commissioners. All members of the Board of Commissioners were domiciled in the work area of the BRI Head Office. The composition of the Board of Commissioners before the AGMS on March 13, 2023 was follows:



<b>Kartika Wirjoatmodjo</b>	: President Commissioner
<b>Rofikoh Rokhim</b>	: Vice President Commissioner/ Independent Commissioner
<b>Hadiyanto</b>	: Commissioner
<b>Rabin Indrajad Hattari</b>	: Commissioner
<b>Dwi Ria Latifa</b>	: Independent Commissioner
<b>Hendrikus Ivo</b>	: Independent Commissioner
<b>Heri Sunaryadi</b>	: Independent Commissioner
<b>Agus Riswanto</b>	: Independent Commissioner
<b>Plenary Poerwoko Sugarda</b>	: Independent Commissioner
<b>Nurmaria Sarosa</b>	: Independent Commissioner

### Composition of the Board of Commissioners After the Annual GMS on March 13, 2023

Based on the decision of the Annual General Meeting of Shareholders (AGMS) on March 13, 2023, stated:

1. Respectfully removed Hadiyanto as Commissioner of the Company:
2. Appointed Awan Nurmawan Nuh as Commissioner of the Company

Thus, the membership composition of the Company's Board of Commissioners as of December 31, 2023 consisted of 10 (ten) people consisting of 1 (one) President Commissioner, 1 (one) Deputy President Commissioner/Independent Commissioner, 6 (six) Independent Commissioners and 2 (two) Commissioners, in accordance with applicable provisions.

### BOARD OF COMMISSIONERS:


<b>Kartika Wirjoatmodjo</b>	: President Commissioner
<b>Rofikoh Rokhim</b>	: Vice President Commissioner/ Independent Commissioner
<b>Rabin Indrajad Hattari</b>	: Commissioner
<b>Awan Nurmawan Nuh</b>	: Commissioner
<b>Dwi Ria Latifa</b>	: Independent Commissioner
<b>Hendrikus Ivo</b>	: Independent Commissioner
<b>Heri Sunaryadi</b>	: Independent Commissioner
<b>Agus Riswanto</b>	: Independent Commissioner
<b>Plenary Poerwoko Sugarda</b>	: Independent Commissioner
<b>Nurmaria Sarosa</b>	: Independent Commissioner

### Closing

On this occasion, the Board of Commissioners would like to thank the shareholders for the trust they had give. The Board of Commissioners expressed the highest appreciation to the Directors who had been able to carry out the management of the Company well in 2023. The Board of Commissioners also expressed the appreciation and thanks to all Brilliant People for their optimal support and contributions. The Board of Commissioners really hoped that all levels of the Company could continue to formulate appropriate short-term and long-term strategies that could lead the Company towards better growth.

Jakarta, February 2024

On behalf of the Board of Commissioners



**Kartika Wirjoatmodjo**  
President Commissioner



## The Board of Commissioners

1. Heri Sunaryadi (Independent Commissioner)
2. Dwi Ria Latifa (Independent Commissioner)
3. Paripurna Poerwoko Sugarda (Independent Commissioner)
4. Kartika Wirjoatmodjo (President Commissioner)
5. Agus Riswanto (Independent Commissioner)



1

2

3

4

5

6. Hendrikus Ivo (Independent Commissioner)
7. Rofikoh Rokhim (Vice President Commissioner/  
Independent Commissioner)
8. Awan Nurmawan Nuh (Commissioner)
9. Nurmaria Sarosa (Independent Commissioner)
10. Rabin Indrajad Hattari (Commissioner)



6

7

8

9

10

# 2023 Annual Report Responsibilities

## Statement Letter of Members of the Board of Directors Regarding Responsibility for the 2023 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk

We, the undersigned, declare that all information in the 2023 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk has been presented completely, and we are fully responsible for the accuracy of the contents of the Company's Annual Report.

This statement was made with actual.

Jakarta, February 7, 2024

### The Board of Directors



**Sunarso**  
President Director



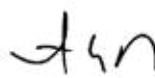
**Catur Budi Harto**  
Vice President Director



**Viviana Dyah Ayu R.K.**  
Director of Finance



**Supari**  
Director of Micro Business



**Amam Sukriyanto**  
Director of Small & Medium Business



**Handayani**  
Director of Consumer Business



**Arga Mahanana Nugraha**  
Director of Digital & Information Technology



**Ahmad Solichin Lutfiyanto**  
Director of Compliance



**Agus Winardono**  
Director of Human Capital



**Agus Sudiarto**  
Director of Risk Management



**Agus Noorsanto**  
Director of Wholesale & Institutional Business



**Andrijanto**  
Director of Network & Services

**Statement Letter of Members of the Board of Commissioners  
Regarding Responsibility for the 2023 Annual Report of  
PT Bank Rakyat Indonesia (Persero) Tbk**

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We, the undersigned, declare that all information in the 2023 Annual Report of PT Bank Rakyat Indonesia (Persero) Tbk has been presented completely, and we are fully responsible for the accuracy of the contents of the Company's Annual Report.

This statement was made with actual.

Jakarta, February 7, 2024

**The Board of Commissioners**



**Kartika Wirjoatmodjo**  
President Commissioner



**Rofikoh Rokhim**  
Vice President Commissioner/  
Independent Commissioner



**Hendrikus Ivo**  
Independent Commissioner



**Heri Sunaryadi**  
Independent Commissioner



**Rabin Indrajad Hattari**  
Commissioner



**Awan Nurmawan Nuh**  
Commissioner



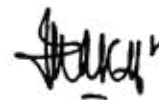
**Dwi Ria Latifa**  
Independent Commissioner



**Paripurna Poerwoko Sugarda**  
Independent Commissioner



**Agus Riswanto**  
Independent Commissioner



**Nurmaria Sarosa**  
Independent Commissioner



# Company Profile



“BRI’s business journey began in 1895, currently BRI has 1 Head Office and serves all customers through 7,745 domestic work units and 9 (nine) overseas work units as well as an e-channel network spread throughout Indonesia.”





# Company Identity



Company Name

**PT Bank Rakyat Indonesia (Persero) Tbk**



Date of Establishment

December 16, 1895



Line of Business

Banking



Authorized Capital

IDR **15,000,000,000,000**



Office Network Data

- 1 Head Office
- 18 Regional Office
- 18 Regional Audit Office
- 453 Branch Offices
- 6 Branch Overseas Offices
- 7,155 Sub-Branch Offices\*
- 3 Sub-Branch Overseas Offices
- 115 Mobile BRI Terraces
- 4 Terraces BRI Ships`



Stock

**BBRI**



Fully Paid-In Capital

IDR **7,577,950,080,200**



Head Office Address

**Kantor Pusat**  
Sentra BRI  
Jl Jend Sudirman Kav 44-46  
Jakarta 10210  
No. Tel. : ( 021) 251-0244, 251-0254,  
251-0264, 251-0269,  
251-0279  
No. Fax : (021) 250-0077  
Website : www.bri.co.id

**Corporate Secretary**  
Agustya Hendy Bernadi  
Corporate Secretary Division  
Gedung BRI 1, Lt.15  
Jl. Jend. Sudirman Kav. 44-46  
Jakarta 10210  
Email : [humas@bri.co.id](mailto:humas@bri.co.id)  
Telp : (021) 5751966  
Fax : (021) 5700916



Social Media

@BRIofficialpage    bankbri\_id  
 @bankbri\_id        PT. Bank Rakyat Indonesia (Persero) Tbk.  
 @kontakBRI  
 BANK BRI



Contact Address

Contact BRI : 1500017  
Email : [callbri@bri.co.id](mailto:callbri@bri.co.id)  
Sabrina Whatsapp : 0812-12-14017



Listing in Indonesia stock exchange

The Company's shares were listed on the Jakarta Stock Exchange (now the Indonesia Stock Exchange) on November 10, 2003.



Ownership

Indonesian Government : **53.19%**  
Public : **46.81%**



Number of employees

**77,739** people as of December 31, 2023



## Office Addresses and/or Branch Offices or Representative Offices



### Regional Office

<p><b>Yogyakarta</b></p> <p>Jl. Cik Di Tiro No. 3 Terban, Gondokusuman, Kota Yogyakarta</p> <p>Telp : (0274) 520270, 510850 Faks : (0274) 514166 Email : h0197@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Bandar Lampung</b></p> <p>Jl. Raden Intan No. 51, Kel. Tanjung Karang Kec. Enggal, Kota Bandar Lampung, Lampung</p> <p>Telp : (0721) 259340 Faks : - Email : j0449@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Bandung</b></p> <p>Menara BRI Tower Jl. Asia Afrika 57 - 59, Kel. Braga, Kec. Sumur Bandung, Bandung</p> <p>Telp : (022) 4200356 Faks : (022) 4232038 Email : f0198@corp.bri.co.id Web : www.bri.co.id</p>
<p><b>Banjarmasin</b></p> <p>Jl. Jend A. Yani KM 3,5 No. 151 Banjarmasin Kec. Banjarmasin Timur, Kel. Kebun Bunga Kalimantan Selatan</p> <p>Telp : (0511) 3252056 Faks : - Email : l0204@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Denpasar</b></p> <p>Jl. Dr. Kusuma Atmaja No. 1, Renon Denpasar</p> <p>Telp : (0361) 228715 Faks : (0361) 234796, 225791, 264858 Email : m0203@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Jakarta 1</b></p> <p>Jl. Veteran II No. 8, Kel. Gambir, Kec. Gambir Jakarta Pusat</p> <p>Telp : (021) 3840802 Faks : (021) 3854253 Email : e0199@corp.bri.co.id Web : www.bri.co.id</p>
<p><b>Jakarta 2</b></p> <p>Gedung Menara Mulia Lt. 12 Jl. Jend. Gatot Subroto Kav. 9-11, Kel. Karet Semanggi, Kec. Setiabudi, Jakarta Selatan</p> <p>Telp : (021) 52920585, 52920581 Faks : - Email : i0317@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Jakarta 3</b></p> <p>Jl. Kapten Soebianto Djojokusumo Kav BSD II No.1, BSD Kel. Lengkong Gudang, Kec. Serpong, Kota Tangerang Selatan</p> <p>Telp : (021) 22230155 Faks : - Email : q0853@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Jayapura</b></p> <p>Gedung BRI Lantai 3-5. Jalan Pasific Permai Komplek Ruko Dok 2 Jayapura</p> <p>Telp : (0967) 524488, 524453 Faks : - Email : o0856@corp.bri.co.id Web : www.bri.co.id</p>



<p><b>Makassar</b></p> <p>Jl. Ahmad Yani No. 8 Kel. Pattunuang Kec. Wajo, Kota Makassar</p> <p>Telp : (0411) 3613174, 312498 Faks : (0411) 312731 Email : p0202@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Malang</b></p> <p>Jl. Laksamana Martadinata No. 80 Kel. Sukoharjo Kec. Klojen Kota Malang</p> <p>Telp : (0341) 474949 Faks :- Email : r0854@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Manado</b></p> <p>Jl. Sarapung No 4-6 Kel. Wenang Utara Kec. Wenang Kota Manado, Sulawesi Utara</p> <p>Telp : (0431) 863778, 863592 Faks :- Email : n0254@corp.bri.co.id Web : www.bri.co.id</p>
<p><b>Medan</b></p> <p>Jl. Putri Hijau No. 2.A Kel. Kesawan Kec. Medan Barat Kota Medan</p> <p>Telp : (061) 45256666 Faks :- Email : b0201@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Padang</b></p> <p>Jl. Bagindo Azis Chan No. 30 Kel. Sawahan, Kec. Padang Timur Kota Padang</p> <p>Telp : (0751) 892309, 892310, 892311, 892312 Faks :- Email : c0205@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Palembang</b></p> <p>Jl. Kapten A. Rivai No. 15, Kel Sungai Pangeran Kec. Ilir Timur I Kota Palembang</p> <p>Telp : (0711) 313411 Faks :- Email : d0200@corp.bri.co.id Web : www.bri.co.id</p>
<p><b>Pekanbaru</b></p> <p>Jl. Jenderal Sudirman No. 12 Kel. Tangkerang Tengah Kec. Marpoyan Damai, Kota Pekanbaru</p> <p>Telp : (0761) 8011100, 7865018 Faks :- Email : x0855@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Semarang</b></p> <p>Jl. Teuku Umar no 24 Kel. Jatingaleh Kec. Candisari Kota Semarang</p> <p>Telp : (024) 8440728, 8440729, 8440730 Faks : (024) 8445632 Email : g0196@corp.bri.co.id Web : www.bri.co.id</p>	<p><b>Surabaya</b></p> <p>Gedung BRI Tower Jl. Basuki Rahmat No.122 - 138, Embong Kaliasin, Kec. Genteng, Kota Surabaya</p> <p>Telp : (031) 5324225 Faks :- Email : k0146@corp.bri.co.id Web : www.bri.co.id</p>

## Overseas Branch Office

<p><b>BRI New York Agency</b></p> <p>140 Broadway, 36<sup>th</sup> Floor New York, NY 10005</p> <p>Telp : +1 (212) 379 3840-45 Faks : +1 (212) 379 3850 Email : briny@brinya.com Web : www.brinya.com</p>	<p><b>BRI Hong Kong Representative Office</b></p> <p>Room 1115, 11/F. Lippo Centre Tower II 89 Queensway, Hong Kong</p> <p>Telp : +852 2527 1318 Faks : +852 2861 3693 Email : brihk@brihongkong.com Web : www.brihongkong.com</p>	<p><b>BRI Cayman Island Branch</b></p> <p>190 Elgin Avenue Grand Cayman, KY1-9005, Cayman Islands</p> <p>Telp : +1 (212) 379 3840-45 Faks : +1 (212) 379 3850 Email : bri.cayman@bri.co.id Web : -</p>
<p><b>BRI Singapore Branch</b></p> <p>50 Collyer Quay #08-06, OUE Bayfront, Singapore 049321</p> <p>Telp : +65 6805 0680 Faks : +65 6509 1742 Email : bri.sg@bankbri.com.sg Web : www.bankbri.com.sg</p>	<p><b>BRI Timor Leste Colmera Branch</b></p> <p>BRI Colmera Branch Grand Diocese Colmera Complex, Rua Nicolau Doc Reis Lobato Colmera Dili, Timor Leste</p> <p>Telp : +670 3311372 Faks : +670 3310198 Email : timorleste@corp.bri.co.id Web : -</p>	<p><b>BRI Taiwan Branch</b></p> <p>1F, No. 166, Sec. 3, Nanjing East Road, Zhongshan District, Taipei City 104105, Taiwan – R.O.C</p> <p>Telp : +886 2 2721 6330 Faks : +886 2 2721 0320 Email : - Web : www.britaipei.com</p>
<p><b>BRI Timor Leste Sub Branch Futuhada</b></p> <p>Time Square Complex, Rua Nicolau Doc Reis Lobato Fatuhada, Timor Leste</p> <p>Telp : +670 3310436</p>	<p><b>BRI Timor Leste Sub Branch Hudilaran</b></p> <p>Top One Complex, Rua Hudilaran Bairopite, Timor Leste</p> <p>Telp : +670 3311378</p>	<p><b>BRI Timor Leste Sub Branch Audian</b></p> <p>Rua 12 De Novembro No. 2, S anta Cruz - Municipiu, Timor Leste</p> <p>Telp : +670 3311208</p>

## Company Brand

The meaning of logo:

### THE LEADER OF CHANGE

As The Leader of Indonesian Banking Industry, the visual component system of BRI requires refreshment. The use of logo in any communication material requires minor adjustments to support the accuracy of an overall visual component system.

Logo adjustment for BRI as the Holding Company is also necessary with the Bank BRI relevancy as it governed various subsidiaries engaged in non-banking. Changes in the Logotype of “Bank BRI” to “BRI” serves as a statement that BRI as the Holding Company does not only have various subsidiaries engaged in banking, but is much more extensive.



A logogram with an equilateral square shape denotes balance. While the rounded lines signifying the dynamics or flexibility in addressing the changing times.

The lines and shape of lettering of ‘BRI’ are made from straight-lines that denote firmness of BRI in sustainably being present and serving all Indonesians. The rounded lines reflecting BRI services represent flexibility, as BRI always upholds safety and comfort for its customers (Consumer-Centric).

The lines, color, and shape of the logotype are firm and simple but precisely measurable to give impressions that reflect an excellent management system, conveniences, as well as security.

The shape and coloring in a firm and regular manner hope to be able to convey an image of a modern and professional institution, reflecting the characteristics of the banking industry which emphasizes precision and accuracy. It also gives an impression of modern management in a national business with an international outlook and based on progressive spirit.

The display of lines, shape and coloring give an impression of simplicity and firmness but solid, which reflects one of BRI’s mission statements as the spearhead in the Government’s policies to provide banking services to all society segments, beginning from the smallest and remote communities to the largest urban groups in cities. kota-kota.

The blue color denotes a feeling of comfort, calmness, and tranquility.

Philosophy of Tagline:

### “Melayani Dengan Setulus Hati”

This sentence describes the spirit of BRI’s vision and mission, which has always been sincere in extending the best services. This sentence is BRI’s commitment to continually prioritize customer satisfaction, which consists of various levels of society and is located across Indonesia.



## Brief History of The Company



of Establishment of the Company” and article 3 concerning “Aims and Objectives and Business Activities” to comply with the provisions of Law of the Republic of Indonesia No. 1 of 1995 concerning “Limited Companies” and was ratified by the Minister of Justice of the Republic of Indonesia with Decree No. C2- 24930. HT.01.04.TH.98 dated November 13, 1998 and was announced in the State Gazette of the Republic of Indonesia No. 86, Supplement No. 7216 dated October 26, 1999 and deed No. 7 dated October 3, 2003 before Notary Imas Fatimah, S.H., related to the company’s status and adjustment to the Capital Market Law and was ratified by the Minister of Justice and Human Rights of the Republic of Indonesia with Decree no. C-23726 HT.01.04. TH.2003 dated October 6, 2003 and had been announced in the State Gazette of the Republic of Indonesia No. 88, Supplement No. 11053 dated November 4, 2003.

” **The history of PT Bank Rakyat Indonesia (Persero) Tbk. (“BRI”, “Bank”, or “Company”) were started in 1895 in Purwokerto, Central Java, by Raden Bei Aria Wirjaatmadja, originally to manage mosques’ cash, to be distributed to the public using a simple scheme.**

”

PT Bank Rakyat Indonesia (Persero) Tbk (hereinafter referred to as “BRI”) was established and started its commercial operations on December 18, 1968 based on Law no. 21 of 1968. On April 29, 1992, based on Government Regulation of the Republic of Indonesia (“Government”) No. 21 of 1992, the legal entity form of BRI was changed to a Limited Liability Company (Persero). The transfer of BRI to become a Limited Liability Company was documented by deed No. 133 dated July 31, 1992 before Notary Muhani Salim, S.H. and was ratified by the Minister of Justice of the Republic of Indonesia with Decree No. C2-6584. HT.01.01.TH.92 dated August 12, 1992, and announced in the State Gazette of the Republic of Indonesia No. 73, Supplement No. 3A dated September 11, 1992. BRI’s Articles of Association were later amended by Deed No. 7 dated September 4, 1998 before Notary Imas Fatimah, S.H., article 2 concerning “Term



Based on Bank Indonesia Decree No. 5/117/ DPwB2/PWPwB24 dated October 15, 2003, regarding the “ Appointment Deed of BRI as a foreign exchange commercial bank”, BRI was designated as a foreign exchange bank through the Letter of the Monetary Board No. SEKR/BRI/328 dated September 25, 1956.

Based on deed No. 51 dated May 26, 2008 before Notary Fathiah Helmi, S.H., amendments were made to the Articles of Association of BRI, related to make adjustments to the provisions of Law of the Republic of Indonesia No. 40 of 2007 concerning “Limited Companies” and Regulation of the Capital Market and Financial Institutions Supervisory Agency (“Bapepam-LK”) (its function was transferred to the Financial Services Authority since January 1, 2013), No. IX.J.I concerning “The Principles of the Articles of Association of Companies Conducting Public Offerings of Equity Securities and Public Companies”, which obtained approval from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-48353.AH.01.02.Year 2008 dated August 6, 2008 and had been announced in the State Gazette of the Republic of Indonesia No. 68, Supplement No. 23079 dated August 25, 2009.

Furthermore, BRI’s Articles of Association were amended several times. The latest amendments were documented before the Notary Deed of Fathiah Helmi S.H., No. 3 dated March 9, 2021,

regarding to several provisions of the Articles of Association of BRI, which received the Acceptance of Amendments to the Articles of Association from the Minister of Law and Human Rights of the Republic of Indonesia with Decree No.AHU-AH.01.03-0159493 dated March 12, 2021, and the last time was amended in Deed Number 4 Dated October 6, 2021 which was made before Notary Fathiah Helmi, SH in Jakarta and had received Notification of Amendment to the Articles of Association from the Minister of Human Rights Law of the Republic of Indonesia Number AHUAH.01.03-0457763 dated October 07, 2021. The changes were made in order to comply with OJK Regulation (“POJK”) No. 15/POJK.04/2020 concerning the Plan and Implementation of the General Meeting of Shareholders (“GMS”) of a Public Company and POJK No. 16/POJK.04/2020 concerning the Implementation of the Electronic Public Company GMS, as well as paid-in capital.

Based on article 3 of BRI’s Articles of Association, the scope of BRI’s activities is to conduct business in the banking sector and optimize the use of BRI’s resources to produce high quality and highly competitive services for profit in order to increase company value by applying the principles of Limited Liability Companies.

BRI is owned by the Government of the Republic of Indonesia as the majority shareholder.



## Description of Name Change



**DECEMBER 16, 1895**

De Poerwokertosche Hulp en Spaarbank  
der Inlandsche Hoofden  
Hulp en Spaarbank der Inlandshe  
Bestuurs Ambtenareen  
De Poerwokertosche Hulp Spaaren  
Landbouw Credietbank atau  
Volksbank



**JULY 10, 1912**

Centrale Kas Voor Volkscredietwezen  
Algemene



**OCTOBER 3, 1942**

Syomin Ginko



**AUGUST 11, 1897**

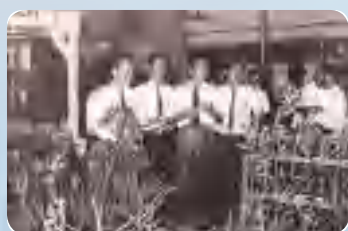
De Poerwokertosche Hulp Spaaren  
Landbouw Credietbank



**FEBRUARY 19, 1934**

Algemene Volkscredietbank  
(AVB)

No.	About	Related Deeds/Regulations	Date	Notary Public
1.	Establishment of BRI	PP Number 1 of 1946 concerning Bank Rakyat Indonesia	February 22, 1946	
2.	Establishment of BRI	Law Number 21 of 1968 concerning Bank Rakyat Indonesia	December 18, 1968	
3.	Adjustment of the legal form of the Persero	PP Number 21 of 1992 concerning Adjustment of the Legal Form of Bank Rakyat Indonesia to become a Limited Liability Company	April 29, 1992	
4.	Approval of Deed of Establishment of Limited Liability Company	Deed Number 133 concerning the Limited Liability Company (Persero) PT Bank Rakyat Indonesia (Persero)	July 31, 1992	Muhani Salim, S.H.
5.	Initial Public Offering	Deed Number 7 concerning Company Status & Adjustment to Capital Market Law	October 3, 2003	Imas Fatimah, S.H



**FEBRUARY 22, 1946**

Bank Rakyat Indonesia (BRI)



**DECEMBER 18, 1968**

Bank Rakyat Indonesia (Bank Umum)



**NOVEMBER 10, 2003**

PT Bank Rakyat Indonesia (Persero) Tbk



**SEPTEMBER 24, 1960**

Bank Koperasi Tani Nelayan (BKTN)



## Vision, Mission and Corporate Culture



# VISION

“The Most Valuable  
Banking Group in Southeast Asia  
& Champion of Financial  
Inclusion.”

# MISSION

- A. To conduct the best banking practices with a priority to serve micro, small and medium enterprises to support the economy of the people.
- B. To provide customers with excellent services through professional human resources with a performance driven culture, reliable information technology and future ready, as well as productive conventional and digital network by adhering the operational principle and risk management excellence.
- C. To create optimal values and benefits for stakeholders with due observance to sustainable financial principles and Good Corporate Governance best practices.

### REVIEWS OF VISION AND MISSION BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company's Vision and Mission has been stipulated in letter No. R.394-DIR/ CDS/06/2021 dated 30 June 2021. In order to ensure the suitability of the Vision and Mission, the Company always reviews the Vision and Mission periodically.





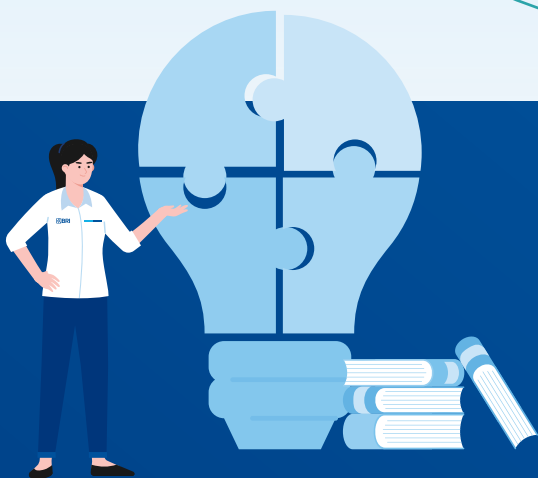
## ● Corporate Culture

**BRI One Culture** is used as a guideline for implementing and building a performance driven culture (performance-based company culture) in achieving the company's vision. BRI One Culture consists of Core Values Morals as key daily behaviors that are able to encourage the Company's performance achievements



CORE VALUES:

**AKHLAK**



**AKHLAK** Core Values is a Human Resources core values within the scope of State-Owned Enterprises (SOEs) as an identity and deep-rooted work culture that foster sustainable performance improvement and become the foundation of BRI Corporate Culture. **AKHLAK** Core Values has 6 core values and translated into 6 keywords and 18 conducts.



1. Fulfill promises and commitments.
2. Responsible for tasks, decisions & actions taken.
3. Adhering to the Behavior of moral & ethical values.

We hold fast to the trust given.

## TRUSTWORTHY



1. Improve self-competence to respond to ever-changing challenges.
2. Helping people learn.
3. Complete tasks with the best quality

We continue to learn and develop capabilities.

## COMPETENT



1. Respect everyone regardless of background.
2. Likes to help others.
3. Build a conducive work environment.

We care about each other and respect differences.

## HARMONIOUS



**A K H L A K**



## LOYAL

We are dedicated and prioritize the interests of the nation and state.

1. Maintain the good name of fellow employees, leaders, BUMN & the State.
2. Willing to sacrifice to achieve a bigger goal.
3. Obey the leadership as long as it is not against the law & ethics.



## ADAPTIVE

We continue to innovate and enthusiastic in driving or facing change.

1. Quickly adapt to be better.
2. Continuously making improvements following technological developments.
3. Act proactively



## COLLABORATIVE

We promote synergy in cooperation

1. Provide opportunities for various parties to contribute.
2. Open in working together to generate added value.
3. Mobilize the use of various resources for common goals.

BRI has also formulated and established unique attributes that can provide visualization or images that can increase interest in the best external talent (Star Talent) and build employee loyalty and engagement in the BRI Group (Employee Value Proposition). The Employee Value Proposition determined is “**Memberi Makna Indonesia**” (Providing Meaning to Indonesia) where these attributes are formulated by considering living values, attractive values, and ideal values that live and develop at BRI.

BRI Group’s Employee Value Proposition is translated into 3 (three) aspects, namely:

- 1) **LEARN:** BRI Group is a place to learn and develop for every Insan BRILiaN, forming superior individuals who are tough, dynamic and relevant to current developments.
- 2) **GROW:** For every Insan BRILiaN, planning the future is not just a hope. The opportunity to achieve a career at BRI is wide open for every Insan BRILiaN who is able to demonstrate consistently superior performance.
- 3) **CONTRIBUTE:** BRI Group creates people who bring change, stars of life who change the economic life of society with enthusiasm without giving up. Together, creating, making life more meaningful.

# Business Activities

## Business Activities According to The Article Association and Business Activities Conducted

BRI's business activities were in accordance with the latest Deed Number 4 dated October 6, 2021 which was made before Fathiah Helmi, SH Notary in Jakarta and received Acceptance of Notice of Amendment to the Articles of Association from the Indonesian Minister of Law and Human Rights Number AHU-AH.01.03-0457763 October 7, 2021 BRI as follows:

The purpose and objective of the Company is to engage in the banking activity and optimizing the utilization of the Company's resources to deliver excellent services and strong competitiveness in order to gain/obtain profitability so as to increase the BRI values with due observance to the principles of Limited Liability Company.

In order to achieve the above purpose and objective, BRI may undertake the following main business:

- a. Collect funds from the public in the form of current accounts deposits, term deposit, certificates of deposit, savings and/or other equivalent forms.
- b. Providing loans.
- c. Issuing a debt acknowledgment letter.
- d. Buying, selling, or guaranteeing at their own risk or for the benefit and at the behest of their customers;
  - 1) Bills of exchange including drafts and acceptance by the bank which validity periods are no more than the customary in the trade of the intended bills;
  - 2) Promissory note and other commercial papers which validity periods are no more than the customary in the trade of the intended bills;
  - 3) State treasury papers and government guarantee instruments;
  - 4) Bank Indonesia Certificates;
  - 5) Bond;
  - 6) Term commercial papers in accordance with the laws and legislations; and
  - 7) Other securities in accordance with the laws and legislations
- e. Money transfer for self- interest or customers' interest.
- f. Investing funds to, borrowing fund from, or lending fund to other bank(s), both by means of letters, telecommunication facilities, or a sight draft, check, or other means.
- g. Menerima g. Receiving payment from the collection of commercial papers and make calculation with or between the third party.
- h. Providing place to store securities and valuable items.
- i. Providing custodial service for the interest of other parties under contract.
- j. Investing funds of one customer to another customer in the form of securities not listed on the Stock Exchange.
- k. Purchasing through auction or in other ways the collateral either in whole or in part in the event that the debtor does not fulfill his obligations to the Company as a Bank, provided that the purchased collateral being can be liquidated immediately.
- l. Implementing factoring, credit card business, and trustee activities.
- m. Financing and/or performing other activities based on Sharia Principles, in accordance with the provisions stipulated by the authorities.
- n. Activities in foreign exchange by fulfilling provisions stipulated by the authorized.
- o. Conduct capital participation in bank or other company in the financial sector, such as leasing, venture capital, securities companies, insurance, and institutions clearing settlement and storage, with fulfill the conditions stipulated by authorized.
- p. Conduct temporary capital participation activities for overcome the consequences of loan failure or financing failure based on Sharia Principles provided that the participation must be withdrawn, subject to the provisions of the competent authority.
- q. Acting as founder of a pension fund and pension fund administrators according to the provisions of the legislation.
- r. Carrying out other activities commonly performed by banks provided that such activities complies with laws and regulations.undangan.

Apart from the main business activities stated above, BRI can carry out supporting business activities in order to optimize the utilization of its resources to foster the main business activities with due observance to the prevailing laws and regulations. All business activities according to the Articles of Association have been carried out by BRI.



## Products and Services

### Fund Raising



#### Deposito BRI

1. DepoBRI Rupiah
2. DepoBRI Valas
3. Deposito On Call
4. Deposito On CALL Valas

#### Giro BRI

1. Giro BRI Rupiah
2. Giro BRI Valas

#### BRI Savings

1. BRI Simpedes Savings  
Simpedes Savings is a savings product from BRI, intended for rural people but comes complete with modern features such as an ATM card that provide access through other bank's domestic ATM networks, supported by 24-hour Internet Banking and Mobile Banking services.
2. Simpedes TKI
3. Simpedes Impian
4. Simpedes Usaha
5. Simpedes BISA
6. Tabungan BRI Sempel
7. Tabunganku
8. Tabunganku Basic Saving Account
9. BRI BritAma Reguler Savings  
A savings product that provides a variety of conveniences in conducting banking transactions supported by a

real time online e-banking system fund facility that enable customers to make transactions anytime and anywhere. In addition, BritAma savings have free accident insurance coverage, E-banking features and competitive interest rates.

BRI Britama Savings is completed with e-banking facilities for customers' easy transactions at any place and any time, as well as free personal accident insurance coverage. BritAma Savings also has sub products, including BritAma Umum, BritAma Bisnis, BritAma Rencana, BritAma Muda, BritAma Mitra, BritAma TKI, BritAma Foreign Currency with choices of USD, SGD, AUD, EUR, CNY, AED, HKD, GBP, JPY and SAR currencies.

10. BRI BritAma X Savings  
A savings product with a special and elegant debit card design for young customers as well as giving various conveniences in conducting banking transactions supported by e-banking facilities and online real time system that made it possible for customers to transact anytime and anywhere.

11. BRI BritAma Kerjasama Savings
12. BRI BritAma TKI Savings
13. BRI BritAma Bisnis Savings  
Savings product that provides various conveniences in conducting banking transactions that support business, supported by a real time online e-banking fund system facility that enable customers transaction anytime and anywhere. Moreover, BritAma savings has free accident insurance cover, E-banking feature and competitive interest rates and more detailed transaction records in the Savings book and bank statements request via email.
14. BRI BritAma Rencana Flexy Savings
15. BRI BritAma Valas Savings
16. BritAma Valas Rencana
17. BRI Junio Savings  
BRI Junio is a savings product especially created for children, intended to introduce banking to children and to nurture the habit of saving from an early age. The BRI Junio savings comes with e-banking features, financial planning features (Junio Rencana), personal accident insurance coverage for children, and a specially-designed Debit Card.
18. Junio Rencana  
BRI Junio is a savings product especially created for children, intended to introduce banking to children and to nurture the habit of saving from an early age. The BRI Junio savings comes with e-banking features, financial planning features (Junio Rencana), personal accident insurance coverage for children, and a specially-designed Debit Card.
19. BRI SiMuda Savings
20. Haji BRI Savings

## Distribution of Funds



1. **Bank Guarantee**
  - a. Tender/Bid Bond
  - b. Advance Payment Bond
  - c. Performance Bond
  - d. Maintenance Bond
  - e. Financial Bond
  - f. Bond Payment
  - g. Custom
  - h. BG Year End
2. **Bank Guarantees on The Basis of Counter Guarantees**
3. **Banker's Acceptance**
4. **Ceria by BRI**
5. **BRIguna Loans**
  - a. BRIguna Karya
  - b. BRIguna Karya Talangan
  - c. BRIguna Karya Profesi
  - d. BRIguna Karya Pendidikan
  - e. BRIguna Karya Smart
  - f. BRIguna Karya Purna
  - g. BRIguna Karya Purna Smart
  - h. BRIguna Purna
  - i. BRIguna Purna Profesi
6. **Collection Non LC**
  - a. Document Against Payment
  - b. Document Against Acceptance
7. **Fasilitas Intraday BRI**
8. **Forfaiting (Bank Risk)**
9. **KKB Multifance Cooperation Loan (Join Financing)**
10. **KPR BRI**
  - a. KPR BRI
  - b. KPR Subsidi
11. **Kredit Kecil**
  - a. Small KI
  - b. KI Fixed Small Installments
  - c. KI Small Gas Station
  - d. Small Dynamic KI
  - e. Small KMK
  - f. KMK Fixed Small Installments
  - g. Small Dynamic KMK
  - h. KMK for Small Construction
  - i. KMK Small Partners
  - j. KMK Small Gas Station
  - k. Small Foreign Currency KMK
  - l. KMK Small Franchise
  - m. Small Cash Collateral Loans
12. **Corporate Loans**
  - a. KI Corporate Loan
  - b. KI Foreign Currency Corporate Loan
  - c. KI Franchise Corporate Loan
  - d. KMK Corporate Loan
  - e. KMK Buyer Financing
  - f. KMK Seller Financing
  - g. KMK Foreign Currency Corporate Loan
  - h. KMK WA Construction Corporate Loan
  - i. KJP
  - j. Corporate Cash Collateral Loans
13. **Medium Loans**
  - a. KI Medium Loan
  - b. KI Partner Medium Loan
  - c. KI Petrol Station Bridging Medium Loan
  - d. KI Foreign Currency Medium Loan
  - e. KI Franchise Medium Loan
  - f. Medium Cash Collateral Loans
  - g. KMK Medium Loan
  - h. KMK Dynamic Medium Loan
  - i. KMK Partner Medium Loan
  - j. KMK Export Medium Loan
  - k. KMK Import Medium Loan
  - l. KMK Petrol Station Bridging Medium Loan
- m. KMK Construction Medium Loan
- n. KMK Foreign Currency Medium Loan
14. **Non KUR Program Credit**
  - a. S-SRG (Warehouse Receipt Subsidy Scheme)
15. **Kupedes**

Kupedes is a general loan that can finance all sectors of the micro segment economy that can be used for working capital needs and/or investment to individual debtors/individuals who meet the requirements.

  - a. Kupedes Rakyat Working Capital
  - b. Kupedes Rakyat Investment
  - c. Kupedes for Indonesian Migrant Workers
  - d. Kupedes Working Capital
  - e. Kupedes Investment
  - f. Kupedes Special Interest Rates
  - g. Kupedes 500 Million
  - h. KECE
  - i. Kupedes Cash Collateral
16. **KUR**
  - a. KUR Supermikro BRI

KUR Super Micro is a special financing facility for new customers who have never applied for loan services, which is primarily intended for workers who have been laid off or housewives who run a productive business with a maximum loan of IDR10 million per debtor with a maximum loan period of 3 (three) years and or Investment Loan with a maximum loan term of 5 (five) years.
  - b. KUR Mikro KMK BRI

KUR Mikro KMK BRI is a financing facility for novice micro entrepreneurs with a maximum loan of IDR50 million per debtor which can be in the form of Working Capital Loan with a maximum loan period of 3 (three) years and or Investment Loan with a maximum loan period of 5 (five) years. KUR for Indonesian Workers is a financing facility that applies specifically to Indonesian workers with placements in Singapore, Hong Kong, Taiwan,



Brunei, Japan, South Korea, and Malaysia with a maximum financing of IDR25 million.

- c. KUR Mikro TKI BRI
- d. KUR Mikro KI BRI
- e. Special KI KUR
- f. Special KMK KUR
- g. KUR Small KI
- h. KUR Small KMK

**17. Letter of Credit (LC)/Domestic Letter of Credit (SKBDN)**

- a. LC/SKBDN Publishing
- b. LC/SKBDN Acceptance

**18. Partnership Program**

- a. MSE Funding Program

**19. Refinancing LC (BRI as Borrower/ Lender)**

- a. Refinancing LC (BRI as Borrower)
- b. Refinancing LC (BRI as Lender)

**20. SBLC/Demand Guarantee**

- a. Bid Bond Standby
- b. Advance Payment Standby
- c. Commercial Standby
- d. Performance Bond Standby
- e. Direct Pay Standby
- f. Counter Standby
- g. Financial Standby

**21. Shipping Guarantee**

**22. Supply Chain Financing (SCF)**

- a. Supply Chain Financing Account Receivable
- b. Supply Chain Financing Account Payable
- c. Document Against Payment/ Document Against Acceptance Financing
- d. Telegrafic Transfer Financing

**23. Trade Asset Participation (Bank Risk)**

**24. ATM**

**25. Bancassurance**

- a. Asuransi Jiwa Optimal Sejahtera Plus - Optimal Sejahtera Plus Life Insurance (Aurora Plus Insurance)
- b. Asuransi Dana Investasi Sejahtera - Prosperous Investment Fund Insurance (Davestera)
- c. Dana Investasi Sejahtera - Prosperous Investment Fund (Davestera) Optima Syariah
- d. Dana Investasi Sejahtera - Prosperous Investment Fund (Davestera) Optima
- e. BRI Life Double Care Insurance
- f. Professional Group Health Insurance
- g. Asuransi Jiwa Optimal Sejahtera

Sejahtera - Optimum Prosperous Life Insurance (Aurora Insurance)

- h. Life Care Insurance
- i. ACCI Care Insurance
- j. Griya Proteksi Maksima - Maxima Protection House
- k. Pelita Life Insurance
- l. Brins Insurance Asri Insurance
- m. Brins Oto Insurance
- n. Bicycle Insurance
- o. Credit Life Insurance (AJK) Home Ownership Loans (KPR)
- p. Standard Insurance Fire Insurance
- q. Maximum Auto Protection
- r. Asuransi Proteksi Jiwa Terencana - Planned Life Protection Insurance (Kirana Insurance)

**26. Bank Reference**

**27. BRI Money Changer**

- a. Same Currency
- b. Different Currency

**28. BRIfex**

**29. BRIFast Remittance**

BRIFast Remittance is BRI's remittance service for outgoing fund remittance to overseas countries and incoming fund remittance from overseas to Indonesia. BRIFast Remittance offers outgoing remittance in 144 currencies all over the world, incoming remittance credited to BRI accounts, incoming remittance credited to other bank accounts, and incoming remittance cash pick-up service service (no need for a bank account) that can be withdrawn in all BRI units as well as BRI AgenBRILink in Indonesia in real time online.

**30. Virtual Account**

- a. BRIVA (BRI Virtual Account Credit)
- b. Cash Card (BRI Virtual Account Debit)

**31. BRIZZI**

**32. Contact BRI**

- a. SABRINA
- b. Video Banking
- c. Social Media
- d. Call Center

**33. CRM**

**34. Derivative & Structure Product**

- a. FX Forward
- b. FX Par Forward
- c. FX Domestic Non Deliverable Forward (DNDF)
- d. FX Swap
- e. FX Option
- f. Cross Currency Swap (CCS)
- g. Interest Only Swap (IOS)
- h. Principal Only Swap (POS)
- i. Forward Rate Agreement (FRA)
- j. Interest Rate Swap (IRS)
- k. Bond Forward
- l. Bond Option
- m. Overnight Index Swap (OIS)

**35. Foreign Exchange Product**

- a. FX Today
- b. FX Tomorrow
- c. FX Spot

**36. Interest Rate Product**

- a. MTN/MTN Issue (Medium Term Note)
- b. LTN/LTN Issue (Long Term Note)
- c. Repo/Reverse Repo of Securities
- d. Placement/Borrowing
- e. Term Deposit
- f. Deposit/Lending Facility
- g. Club Loan
- h. Issuance of Negotiable Certificate of Deposit (NCD)
- i. Corporate Bond
- j. Foreign Bond
- k. Sub Debt



**37. Kartu Debit BRI**

- Master Card
- Private Label
- BRI Combo Card

**38. Kartu Kredit BRI**

- BRI Touch
- BRI Touch Cardless
- BRI Touch Special Edition
- BRI Infinite
- BRI Easy Card
- BRI Mastercard Platinum
- BRI World Access
- BRI Business Card
- BRI Corporate Card
- BRI JCB Platinum
- Cobranding Wonderful Indonesia
- Cobranding Tokopedia Card
- Cobranding OVO U Card
- Cobranding Raya
- Cobranding Promoter
- Cobranding Traveloka Paylater Card
- Cobranding Kartu Emas Pegadaian
- Cobranding BTN Gold
- Cobranding BTN Platinum
- Cobranding Paper.id
- Cobranding Nex Card
- Cobranding Paper.Id
- Kartu Kredit Indonesia
- Mastercard Corporate KKP
- KKPD Private Label

**39. Excellent Customer Service**

- a. BRI Prioritas**  
A banking service and services activity provided by BRI exclusively to BRI Prioritas customers in the form of one stop financial services, including banking services and services in general, financial planning and investment consulting services, insurance, and retirement planning.
- BRI Private**  
A banking services and activities provided by BRI exclusively to BRI Private customers which are personal and customized, including general banking services and services, financial and investment planning consultation services, insurance (bancassurance), retirement planning and inheritance planning consultations.

**40. Securities Marketing Distribution Partners**

- Indonesian Retail Bond Selling Agent (ORI)
- Retail Savings Bonds Selling Agent
- Retail Sukuk Selling Agent
- Savings Sukuk Selling Agent

**41. Safe Deposit Box (SDB)****42. Self Service Banking (SSB)**

- SSB Digital Customer Service
- SSB RCM (Replacement Card Machine)
- SSB SSPP (Self Service Pastbook Printing)
- SSB QMS (Queueing Management System)

**43. Senyum Mobile Self-Serve**

An integrated service concept that makes it easier for people to access BRI, Pegadaian and PNM products and services at BRI unit offices which are equipped with Pegadaian and PNM counters, and the Smile Mobile Application is an extension of the reach of the Ultra Micro Service Center (Senyum) which is now within reach.

**44. Transaksi Otomatis**

- Automatic Fund Transfer (AFT)
- Automatic Grab Fund (AGF)
- Account Sweep
- New Account Sweep (NAS)
- Autodebet

**45. Interbank transfer**

- RTGS
- Kliring
- BIFAST
- Online Transfer Antar Bank

**46. Bancassurance**

- Telepro Sehat Optima
- Telepro Jiwa Optima
- Asuransi Lengkap Ekonomis

- Nyaman Sejahtera - Complete Insurance Economical Comfortable Prosperous (Lentera)
- Optima Medicash Telepro Insurance
- Asuransi Jiwa Optimal Sejahtera - Optimum Prosperous Life Insurance (Aurora Insurance)
- Asuransi Dana Investasi dan Proteksi - Investment and Protection Fund Insurance (Davespro)
- Health and Prosperity Fund (Dasetera)
- Asuransi Mikro Proteksi Aman Sejahtera - Prosperous Safe Protection Micro Insurance (PIJAR)
- Telepro Diri Optima
- RumahKu
- UsahaKu
- Asuransi Mikro-Kecelakaan, Kesehatan dan Meninggal Dunia - Accident, Health and Death Micro-Insurance (AM-KKM)

**47. Derivative & Structure Product**

- Call Spread Option (CSO)
- BRI Swap Deposit

**48. Mutual Fund Sales Agent**

- Bahana Liquid Funds
- Danareksa Seruni Money Market II
- Schroder Liquid Funds
- Cash Trim 2
- Bahana Liquid USD
- Danareksa Gamasteps Money Market
- Manulife Indonesian State Bond II Class A
- Manulife Monthly Income II
- Bahana Makara Prima
- Danareksa Melati Main Income
- Schroder USD Bond Fund



- l. Danareksa Brawijaya Abadi Fixed Income
- m. RD Ganesha Abadi Class D
- n. Ashmore Nusantara Bond Fund
- o. Ashmore Dana USD Nusantara
- p. Manulife Mixed Fund II
- q. Bahana Infrastructure Fund
- r. Danareksa Orchid Flexible
- s. Danareksa Sharia Balanced
- t. Schroder Integrated Fund II
- u. Schroder Syariah Balanced Fund
- v. Schroder Combination Funds
- w. Combination Trim 2
- x. Danareksa Balanced Regular Income Fund
- y. Ashmore Dana Progressive Nusantara
- z. Manulife Dana Class A Shares
- aa. Dana Ekuitas Prima
- bb. Danareksa Indeks Syariah
- cc. Danareksa Mawar Konsumer 10
- dd. Schroder 90 Plus Equity Fund
- ee. Schroder Dana Prestasi
- ff. Trim Kapital
- gg. Schroder Global Syariah Equity Fund
- hh. Danareksa Mawar Fokus 10
- ii. Danareksa G20 Sharia Equity Fund Dollar
- jj. Trimegah Fixed Income Plan
- kk. Danareksa MSCI Indonesia ESG Screened Kelas A
- ll. Reksadana Terproteksi Danareksa Proteksi 93
- mm. Trimegah Protected Prime 23
- nn. Trimegah Protected Prime 27
- oo. Trimegah Protected Prime 29

**49. BRI Syndication Agent**

**50. RDN Administrator Bank**

**51. KSEI Payment Bank**

**52. BRI Credit Card Mobile**

**53. BRI Ecopay**

**54. BRI Future Investment (BRIFine)**

- a. PPIP (Program Pensiun Iuran Pasti)
- b. Other Benefit Programs

**55. BRI Kustodian**

- a. Mutual Fund Custodian Services
- b. Asset Backed Securities Custodian Services
- c. General Safekeeping Custodian Services
- d. Tapera Custodian Services

**56. BRI Kustodian**

Custodian Services Contract Fund Management (Discretionary Fund).

**57. BRI Smart Billing**

**58. BRI Smart Junio**

**59. BRI Trust**

**60. AgenBRILink**

AgenBRILink is a service expansion where BRI collaborates with BRI customers as agents who can serve banking transactions for the public in real time online with the concept of sharing fees. Through AgenBRILink, BRI customers and the general public can get the same services as at BRI offices.

- a. EDC BRILink
- b. EDC BRILink MPOS
- c. BRILink Mobile

**61. BRImerchant**

**62. BRImo**

**63. BRImola**

**64. BRISore**

**65. Qlola Cash Management**

- a. BRI Cash Management (CMS)  
BRI's Cash Management services enable corporate customers to monitor their financial transactions via online facilities directly. The Cash Management service also includes a notional pooling facility as an added value service from GiroBRI for the corporate group customers, enabling consolidated balances and borrowing among group members based on the agreed consolidated balance, a corporate virtual account facility as an added value service to facilitate identification of incoming and outgoing funds transactions by

the customers in an integrated manner with the Enterprise Resource Planning (ERP) system, and many other cash management services.

**66. Confirming Bank Business**

**67. Corporate Billing Management**

**68. EDC**

- a. EDC Android
- b. EDC Partnership

**69. E-Tax**

**70. iBBIZ BRI**

**71. Customer Cash Pick Service**

**72. Online Acquiring**

- a. BRI Virtual Debit
- b. Credit Card

**73. QRIS**

- a. QRIS MPM
- b. QRIS CPM
- c. API QRIS Static

**74. Stroberi**

- a. Stroberi Kasir
- b. Stroberi Tagihan

**75. Trustee BRBRI**





BUMI UNTUK INDONESIA



# BRI<sup>mo</sup> Mudah & Serba Bisa



[bbri.id/BRImoMudahDanSerbaBisa](https://bbri.id/BRImoMudahDanSerbaBisa)



Sabrina 0812 12 14017 | [www.bri.co.id](http://www.bri.co.id)

BRI melayani semua perserta persampunan OJK & berizin dan diawasi oleh Otoritas Jasa Keuangan



## Operating Area

As of December 31, 2023, BRI has 1 Head Office and serves all customers through 7,745 domestic work units and 9 (nine) overseas work units as well as an e-channel network spread throughout Indonesia.



Table of E-Channel Network for the last 5 years

E-Channel Type	2023	2022	2021	2020	2019
ATM	12,263	13,863	14,463	16,880	19,184
EDC*	196,143	228,340	203,027	198,785	204,386
CRM	9,007	8,007	7,407	5,809	3,809
E-Buzz	57	57	57	57	57
<b>Total</b>	<b>38,553</b>	<b>250,267</b>	<b>224,954</b>	<b>221,531</b>	<b>227,436</b>

\* Total EDC includes EDC Operational Work Units (UKO)

E-Channel Type	2023	2022	2021	2020	2019
EDC BRILink	122,185	125,926	127,352	124,720	123,295

Table of Year Office Network for the Last 5 Years

Office Type	2023	2022	2021	2020	2019
Head Office	1	1	1	1	1
Regional Office	18	18	18	19	19
Regional Audit Office	18	18	18	19	19
Branch Office + Special Sub-Branch Office (Domestic)	453	449	451	462	462
Sub-Branch Office (Domestic) *	556	579	588	608	608
BRI Units*	5,117	5,156	5,222	5,382	5,382
Cash Office*	505	506	525	547	568
BRI Terrace*	977	1,370	1,697	1,867	2,049
Mobile BRI Terrace	115	117	132	132	133
Ship BRI Terrace	4	4	4	4	4
<b>Total</b>	<b>7,764</b>	<b>8,218</b>	<b>8,656</b>	<b>9,041</b>	<b>9,245</b>

\* In accordance with POJK No.12/POJK.03/2021 concerning Commercial Banks, it is adjusted that for the UKO type BRI Unit, Cash Office, Teras BRI is included in the UKO Sub-Branch Office type status.

Note: Did not include the number of Foreign Office Unit Offices.

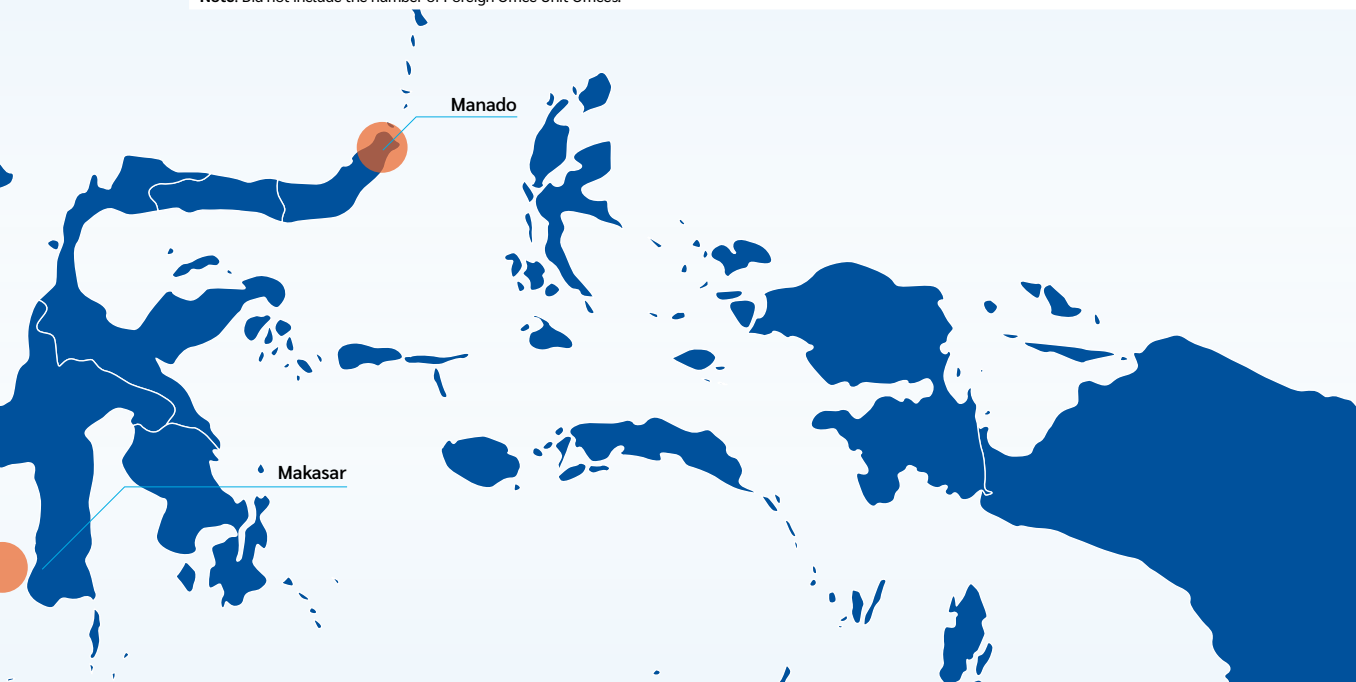




Table of Office Networks per Region in 2023

Region	Outlet								
	Regional Office	Regional Audit Office	Branch Office	Sub-Branch Office*				Mobile BRI Terrace	Ship BRI Terrace
				Sub-Branch Office	BRI Units	Cash Office	BRI Terrace		
Bandar Lampung	1	1	14	16	188	12	56	-	-
Bandung	1	1	30	34	565	44	45	25	-
Banjarmasin	1	1	31	31	287	19	72	6	-
Denpasar	1	1	32	26	295	20	117	4	1
Jakarta 1	1	1	24	52	93	61	35	-	-
Jakarta 2	1	1	31	65	183	68	48	21	-
Jakarta 3	1	1	36	57	258	35	69	-	1
Jayapura	1	1	13	13	86	10	17	1	-
Makassar	1	1	37	27	348	20	10	-	-
Malang	1	1	24	36	505	15	127	5	-
Manado	1	1	20	15	203	16	42	43	1
Medan	1	1	24	33	267	25	42	1	-
Padang	1	1	14	8	157	11	46	-	-
Palembang	1	1	21	28	223	9	38	-	-
Pekanbaru	1	1	22	20	170	18	35	1	1
Semarang	1	1	22	38	421	38	71	-	-
Surabaya	1	1	25	24	281	30	41	8	-

Region	Outlet								
	Regional Office	Regional Audit Office	Branch Office	Sub-Branch Office*				Mobile BRI Terrace	Ship BRI Terrace
				Sub-Branch Office	BRI Units	Cash Office	BRI Terrace		
Yogyakarta	1	1	33	33	587	54	66	-	-
Overseas	-	-	6	3	-	-	-	-	-
<b>Total</b>	<b>18</b>	<b>18</b>	<b>459</b>	<b>559</b>	<b>5,117</b>	<b>505</b>	<b>977</b>	<b>115</b>	<b>4</b>

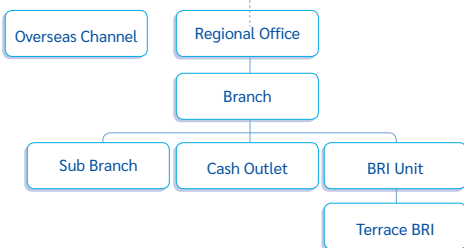
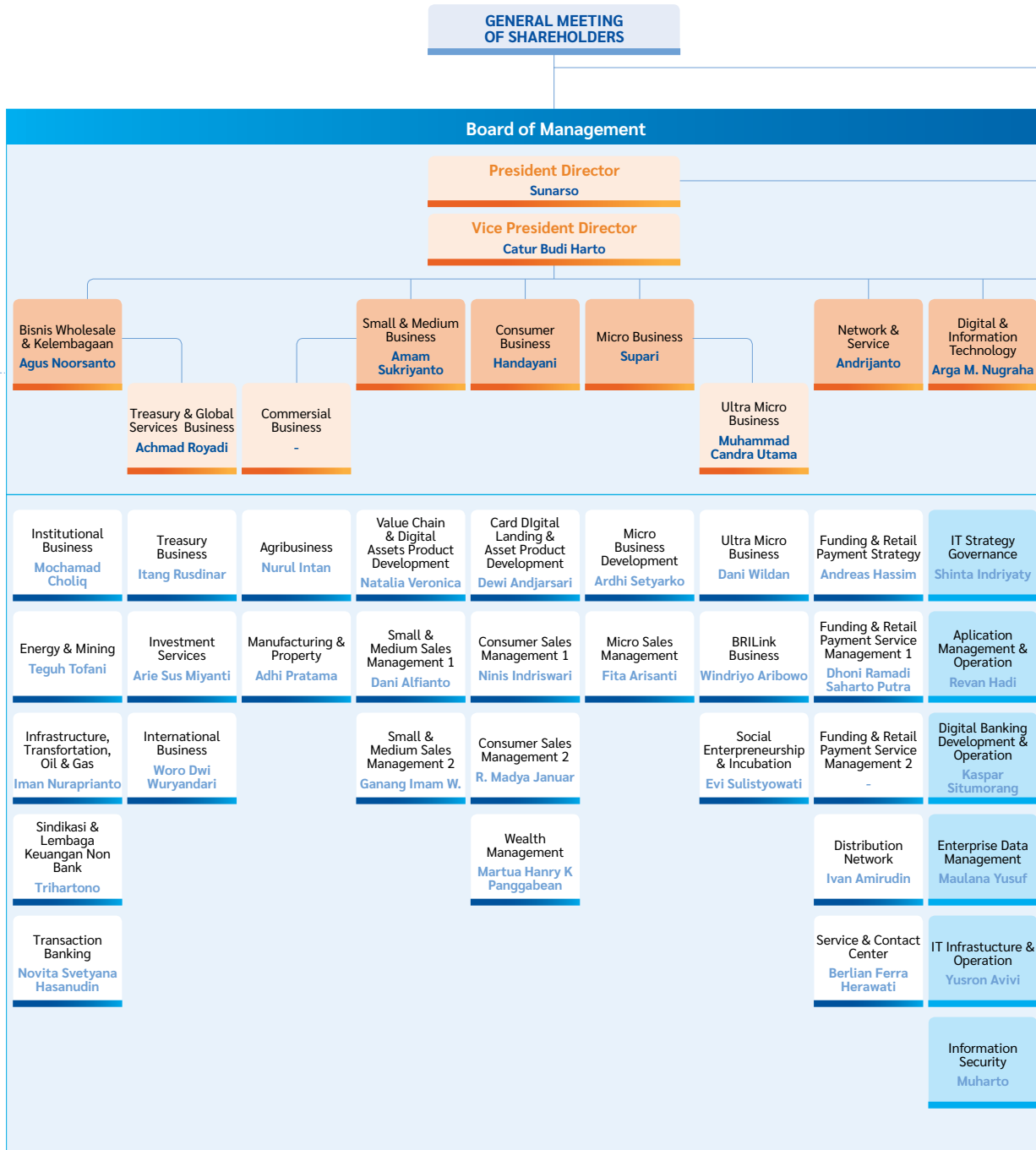
\* In accordance with POJK No.12/POJK.03/2021 concerning Commercial Banks, it is adjusted that the UKO type BRI Unit, Cash Office, Teras BRI is included in the UKO Sub-Branch Office type status.

Table of Regional E-Channel Networks for 2023

REGIONAL OFFICE	E-CHANNEL			
	ATM	EDC	CRM	E-BUZZ
Bandar Lampung	371	6,198	320	2
Bandung	663	14,569	909	4
Banjarmasin	857	8,175	516	3
Denpasar	618	11,405	533	3
Jakarta 1	799	25,919	324	3
Jakarta 2	1,374	21,318	506	6
Jakarta 3	1,372	18,894	487	4
Jayapura	300	2,525	227	1
Makassar	638	6,961	665	3
Malang	753	11,664	638	3
Manado	500	5,190	311	3
Medan	720	8,959	572	4
Padang	287	5,506	256	2
Palembang	549	7,828	362	3
Pekanbaru	405	6,053	414	3
Semarang	575	9,134	650	3
Surabaya	541	10,199	570	3
Yogyakarta	910	11,984	731	4
KCK	31	3,524	16	-
Chain	-	-	-	-
Kanins	-	2	-	-
Kampus	-	135	-	-
Sendik	-	1	-	-
Program Pemerintah	-	-	-	-
<b>Total</b>	<b>12,263</b>	<b>196,143</b>	<b>9,007</b>	<b>57</b>



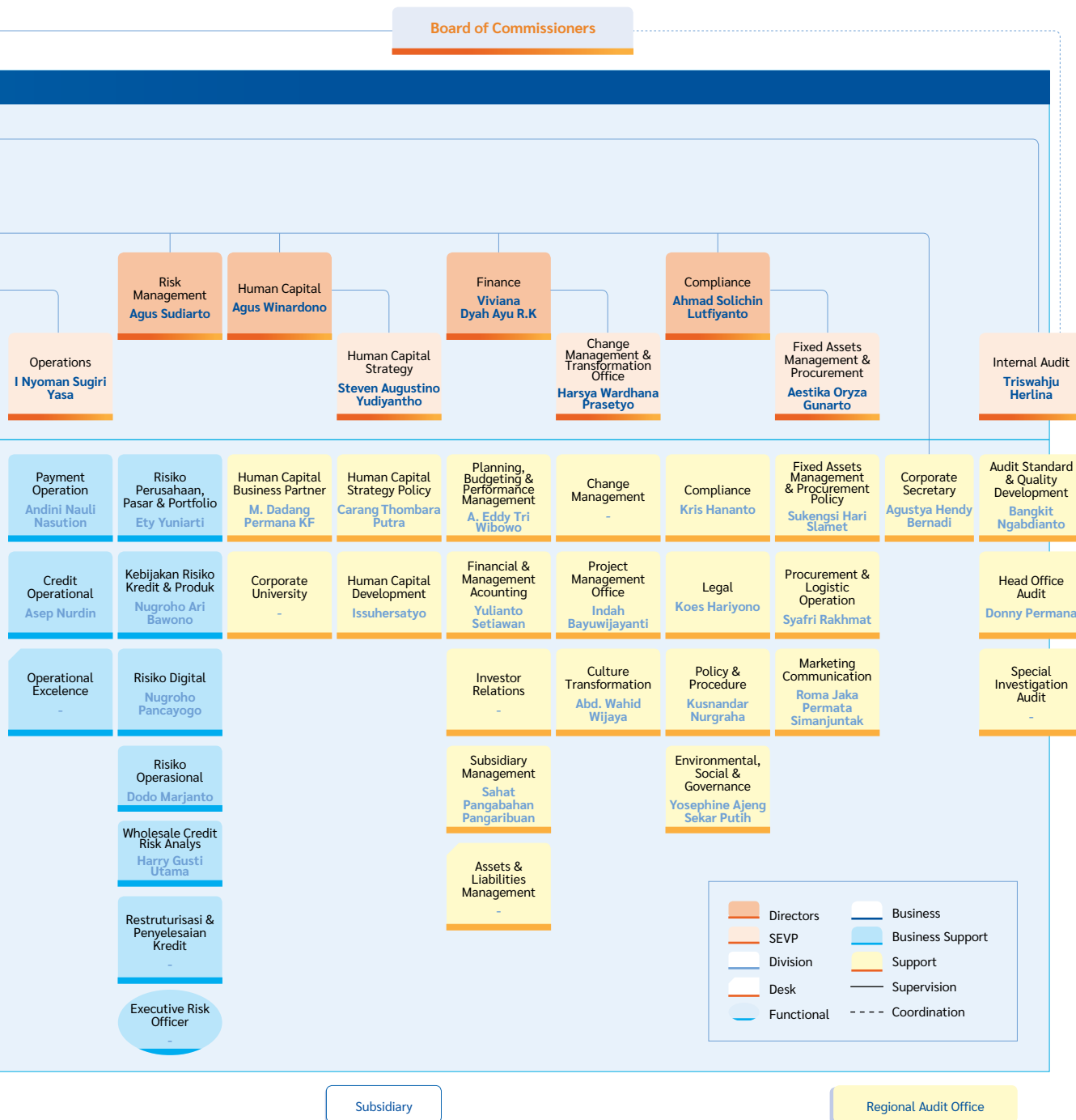
# Organizational Structure



**Board of Commissioners Committee:**

- Audit Committee:** Hendrikus Ivo (Chairman), Rofikoh Rokhim, Heri Sunaryadi, Agus Riswanto, Sahat Pardele, Irwanto and Duma Riana Hutapea.
- Nomination and Remuneration Committee:** Heri Sunaryadi (Chairman), Rofikoh Rokhim, Kartika Wirjoatmodjo, Hadyanto, Rabin Indrajad Hattari, Awan Nurmawan Nuh, Hendrikus Ivo, Dwi Ria Latifa, Nurmaria Sarosa, Agus Riswanto, Paripurna P. Sugarda and E.R.A. Taufiq.
- Risk Management Monitoring Committee:** Rofikoh Rokhim (Chairman), Rabin Indrajad Hattari, Dwi Ria Latifa, Heri Sunaryadi, Nurmaria Sarosa, Awan Nurmawan Nuh, A. Sigid Sudahno and Sandra Chalik.

BRI's organizational structure was ratified based on NOKEP Decree: S.1630-DIR/PPM/08/2023 dated August 01, 2023 concerning the Organization of PT Bank Rakyat Indonesia (Persero) Tbk. The following is BRI's organizational structure as of December 31, 2023.



4. Integrated Governance Committee: Rofikoh Rokhim (Chairman), Kartika Wirjoatmodjo, Hendrikus Ivo, Dwi Ria Latifa, Heri Sunaryadi, Paripurna P. Sugarda, Tedi Nurhikmat, Bardiyono Wiyatmojo, Bintoro Nurcahyo, Eko B. Supriyanto, Ayahanita K., Abdul Ghoni, Eko Wahyudi, Mohammad Hidayat, Sumihar Manullang, Sumantri Suwarno, Agoosh Yoosran, Yudi Priambodo Purnomo Sidi, Muhammad Cholil Nafis, Nurhaida, and Kahlil Rowter.

**Directors Committee** : Risk Management and ESG, Credit Policy, Credit ALCO, Human Capital, IT, Capitaln & Investment, Product, Procurement, PMO

Committee Members under the Board of Directors can be seen in the Corporate Governance Chapter.



## List of Association Membership

BRI actively joined a number of organizations and associations related to its core business to follow developments in the business environment, expand its network, and strengthen BRI's contribution, synergy and existence in creating a sustainable business climate. Membership in a number of organizations was a strategic step for BRI in carrying out banking business activities by paying attention to Environmental, Social and Governance (ESG) aspects. However, BRI did not provide financial contributions outside of regular membership fees. Until the end of 2023, BRI has been listed as a member of the following associations:

**Table of Association Membership**

No.	Association Name	Purpose	Participation Position	Scale
1.	Himpunan Bank Milik Negara (HIMBARA)	Developing the Indonesian capital market as an industry capable of supporting the national economy.	Chairman	National
2.	Forum Human Capital Indonesia (FHCI)	As a forum for sharing knowledge and information as well as collaboration related to HC with all SOE Human Capital functions within the SOE environment.	Head of Division	National
3.	Ikatan Auditor Intern Bank (IAIB)	Developing the profession of bank internal auditors in order to increase the effectiveness of the implementation of risk management, internal control and good governance of each bank, which will ultimately create a soundness and strong financial industry in Indonesia.	Supervisory Board	National
4.	Himpunan Pedagang Surat Utang Negara (HIMDASUN)	Increase liquidity and transparency of the Government Securities market and become a pioneer in the development of the bond market.	Supervisory Board	National
5.	Perhimpunan Bank Nasional (Perbanas)	Formulate policies related to banking	Deputy of General Secretary	National
6.	Asosiasi Bank Kustodian Indonesia (ABKI)	Synergize with supporting institutions and other capital market support service professions to support government programs in capital market development. Increasing good cooperation between members in increasing knowledge and expertise in providing Custodian services.	Treasurer	National
7.	Asosiasi Dana Pensiun Lembaga Keuangan	Updating the latest provisions of the Pension Fund Industry to fulfill statutory obligations and as a means of conveying regulatory input to the Regulator.	Treasurer	National
8.	Asosiasi Pasar Uang dan Valuta Asing Indonesia (APUVINDO)	Realizing sustainable and Industry-Led development of the Indonesian Money Market and Foreign Exchange Market in product, pricing, participant and infrastructure aspects in accordance with the direction of development of the Money Market and Foreign Exchange Market set by Bank Indonesia.	Treasurer	National
9.	Asosiasi Sistem Pembayaran Indonesia (ASPI)	Optimizing functions and professionalism in implementing good corporate governance.	Treasurer	National
10.	Association Cambiste Internationale Financial Market Association (ACI-FMA)	Making ACI Indonesia a professional institution that provides benefits to the Indonesian and global financial industry, institutions, individual members and society in general through education, outreach and the establishment of professional and responsible Financial Market Practices.	Honorary Member	National
11.	Indonesia Foreign Exchange Market Committee (IFEMC)	As a forum to discuss issues and practices related to the deepening and development of Indonesian financial markets, including the impact of international financial markets.	Ad Hoc Repo	National
12.	Ikatan Akuntan Indonesia (IAI)	Know the latest Accounting Standards for preparing BRI Financial Reports.	Member	National
13.	Forum Komunikasi Satuan Pengawas Intern	Improving the function, role, quality, insight and communication of internal supervision within SOE, Regional-Owned Enterprises and Government Agencies	Member	National



No.	Association Name	Purpose	Participation Position	Scale
14.	Partnership for Carbon Accounting Financials (PCAF)	Disclose financed emissions	Member	International
15.	United Nations Global Compact (UNGC)	Committed to sustainability and supporting the achievement of Sustainable Development Goals (SDGs)	Member	International
16.	Society for Worldwide Interbank Financial Telecommunication (SWIFT)	Using SWIFT facilities for cross-border transactions	Member	International
17.	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Working Group Anti-Money Laundering (AML) Program, Counter-Terrorism Financing (CFT), and Prevention of Financing of Proliferation of Weapons Of Mass Destruction (PFWMD).	Member	National
18.	Public Privat Partnership – INTRACNET PPATK	Integration forum for cooperation between PPATK, APGAKUM and Banking in the context of preventing Narcotics Crime and Fraud Crime with business email compromise (BEC) schemes.	Member	National
19.	Compensation & Benefit Club (Comben Club)	As a forum for sharing knowledge and information regarding remuneration with fellow banks in Indonesia.	Member	National
20.	Industrial Relation (IR) Himbara	As a forum for sharing knowledge and information regarding IR policies at HIMBARA bank.	Member	National
21.	Inisiatif Keuangan Berkelanjutan Indonesia (IKBI)	As a communication forum between financial institutions in Indonesia related to Sustainable Finance.	Member	National



## Board of Directors' Profile



**Sunarso**

President Director

Indonesian citizens,  
born in Pasuruan, in 1963.

Age 60 as of December 2023.

Domicile in Jakarta.



### EDUCATIONAL BACKGROUND

- Bachelor of Agronomy, Bogor Agricultural Institute (1988).
- Master of Business Administration, University of Indonesia (2002).
- Professional Education:
  1. Creative Strategic Thinking for Innovation – Australian Graduates School of Management, University of New South Wales, Sydney Australia (2008).
  2. Market Driving Strategies – London Business School, UK (2009).
  3. Strategic Business Leadership: Engagement, Performance & Execution – University of Chicago – Graduate School of Business, USA (2011).
  4. High Performance Leadership – The IMD – Lausanne, Switzerland (2012).
  5. Leadership, Strategy and Implementation – Kellogg School of Management, Northwestern University – Evanston, Illinois – USA (2013).
  6. Decision Making for Leaders – Melbourne University, Australia (2014).
  7. Systemic, Operational, and Infrastructure Risk Management, Universitas Commerciale Luigi Bocconi, Italy and Erasmus University (2016).
  8. Geopolitic Risk Related to Asia, International Risk Management Refreshment Program, National Chengchi University, Taipei Taiwan and IBI and UGM (2018).
  9. Managing Cyber Risk Post Pandemic, Risk Management Refreshment Program, BARa (2020).
  10. International Risk Management Refreshment Program, BARa-MM UGM-IBI (2022).



### ACHIEVEMENT

- The Most Influential People in Southeast Asia - Leading Corporate & Commercial Bankers from Alpha Southeast Asia Magazine (2012).
- The Best SME Banker of The Year 2013 in Asia Pacific The Triple A Awards from The Asset Magazine (Hongkong) (2013).
- The Best CEO diberikan oleh Data GovAi Award.
- Most Admired CEO Award 2018 pada kategori Leadership for Digital Transformation of Pawning Business yang diberikan oleh Warta Ekonomi (2018).
- CEO terbaik dan pemimpinperubahan (transformative leader) dalam kategori Tata Kelola Perusahaan dan Pelayanan yang diberikan oleh 7 Sky Media Award 2018.
- The Best CEO Anugerah BUMN Award 2018 kategori Talent Development (2018).
- Indonesia Humane Entrepreneurship Award 2019.
- The Best CEO Talent Development, Anugerah BUMN Award 2020.
- The Best CEO Visioner Perusahaan Tbk, Anugerah BUMN Award 2020.
- The Best CEO & GRC Leader 2020, GRC & Performance Excellence Award 2020.
- CEO InovatifTerbaik, IDX Channel AnugerahInovasi Indonesia 2020.
- The Best CEO, Bisnis Indonesia TOP BUMN Award 2020.
- Best CEO of The Year kategori Sustainable Development Goals Contribution, MetroTV People of The Year 2020.
- The Best CEO in Banking Transformation, CNBC Indonesia Award 2020.
- Top National Banker 2020 (TokohFinansial Indonesia 2020) – Majalah Investor.
- The Best CEO - I News Maker Award 2021 (MNC Televisi Network).
- The Best CEO, Kategori Strategic Orientation Perusahaan (Tbk), 10<sup>th</sup> Anugerah BUMN 2021.
- The Best CEO perusahaanTbk - 10<sup>th</sup> Anugerah BUMN 2021.
- Top CEO Award 2021 - Trans n Co.
- The Best CEO - GRC & Performance Excellence Award (2021).
- The Best CEO - Infobank Award 2021.
- The Best CEO CSR of The Year - Nusantara CSR Award 2021 (La Tofi School of CSR).
- The Best CEO In Value Creation - Infobank Top BUMN 2021.
- Tokoh Keuangan 2021 - Economic Review: Indonesia Finance Award-IV 2021.
- The Most Popular Leader In Social Media 2021 (KategoriPemimpin BUMN Tbk) - PR Indonesia.

- Infobank Bankers of The Year 2021 - Infobank Top 100 CEO 2021.
- Top National Banker 2021 - Tokoh Finansial Indonesia & BUMN Terbaik 2021 - Majalah Investor, Berita Satu Media Holding.
- Indonesia Most Admired CEO 2021 with Outstanding Leadership in Developing Digital Business Transformation Through Financial Technology - Warta Ekonomi.
- The Best CEO - CNBC Indonesia Award 2021.
- The Best CEO - 11<sup>th</sup> Anugerah BUMN 2022 (BUMN Track).
- The Best CEO for Corporate Digital Transformation - Digitech Award 2022.
- Business Person of The Year 2021 - Fortune Indonesia 2022.
- The Best 'SME Banker of The Year' 2022 - The Asset Triple A (The Asset Asian Award) Treasury Trade, Sustainable Supply Chain & Risk Management (Singapore, 6<sup>th</sup> July 2022) from The Asset Magazine (Hongkong).
- Pemenang 'Indonesia DEI & ESG Awards 2022' (Kategori Terpopuler di Media Online 2021) - Humas Indonesia, PR Indonesia Group (August 5, 2022).
- Tokoh Pembiayaan dan Pemberdayaan UMKM - Rakyat Merdeka Award 2022 "Untuk Indonesia Pulih dan Bangkit" (September 28, 2022).
- Pemimpin/CEO Terpopuler di Media Sosial 2022 untuk kategori BUMN Tbk - Anugerah Humas Indonesia (AHI) 2022, PR Indonesia (October 28, 2022).
- Pemimpin/CEO Terpopuler di Media Sosial 2022 untuk kategori BUMN Tbk - Jambore PR Indonesia (JAMPIRO) 2022 (November 10, 2022).
- CEO of The Year 2022 - Top 100 CEO Majalah Infobank (November 23, 2022).
- The Asian Banker CEO Leadership Achievement for Indonesia Award - Asian Banker Best CEO and Managed Bank Awards 2022.
- The Best Industry Marketing Champion 2022 - Marketeer of the Year Award 2022, MarkPlus, Inc. & Indonesia Marketing Association (December 8, 2022).
- Best of the Best "Marketeer of The Year 2022" - Marketeer of the Year Award 2022, MarkPlus, Inc. & Indonesia Marketing Association (December 8, 2022).
- Top State Owned Banker 2022 - Tokoh Finansial Indonesia Award 2022, Majalah Investor - Berita Satu (December 9, 2022).
- Leadership Excellence Award - CNBC Indonesia Awards 2022, CNBC Indonesia (December 12, 2022).
- The Best CEO with Distinction (Company With More Than 1,000 Employees category) - Indonesia Best CEO 2022, SWA Media Group & Dunamis Organization Service (March 1, 2023)
- The Most Admired CEO of State Owned Bank - Indonesia Property & Bank Award 2023, Property & Bank Magazine (March 20, 2023)
- The Most Reputable Banking CEO in Digital Platform 2023 - 12<sup>th</sup> Infobank - Isentia Digital Brand 2023, Infobank Magazine (April 12, 2023)
- Most Popular Leader in Online Media 2023 - The 1<sup>st</sup> Indonesia GPR Awards (IGA) 2023, PR Indonesia (June 16, 2023)
- The Best CEO Across All Industries - The 8th Annual SPEX2<sup>®</sup> DX Award 2023, One GML x Kontan (June 28, 2023)
- The Best CEO - Asia's Best Companies, FinanceAsia Award 2023 (Hong Kong, June 28, 2023)
- Best Performance Chief Executive Officer in Encouraging Corporate Culture Transformation to Maintain Business Growth - CEO Achievement Awards 2023, CEO Business Forum Indonesia & Warta Ekonomi (October 14, 2023)
- The Most Committed Chief Executive Officer of State-Owned Enterprises in Driving Technological Change - TOP BUMN Awards, Bisnis Indonesia (November 30, 2023)
- CEO of the Year - Infobank Top 100 CEO & THE NEXT LEADERS FORUM 2023, Infobank Magazine (December 5, 2023)
- Maestro CEO of The Year - CNBC Indonesia Award 2023, CNBC Indonesia (December 13, 2023).



#### CERTIFICATION

Level 7 Risk Management Certification



#### WORK EXPERIENCE

- Director of Commercial & Business Banking of Bank Mandiri (2010 – 2015).
- Deputy President Director of BRI (2015 – 2017).
- President Director of PT Pegadaian (Persero) (2017 – 2019).
- Deputy President Director of BRI (2019).
- President Director of BRI (2019 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as President Director of BRI for the first time based on the Extraordinary GMS on September 2, 2019. Effective after obtaining OJK approval for the Fit and

Proper Test in accordance with OJK Letter No. 56/ KDK.03/2019 dated December 20, 2019. Then he was reappointed as President Director based on the Annual GMS on March 13, 2023.



#### TERM OF OFFICE

- 2019 – 2024 (First Period).
- 2023 - 2028 (Second Period)



#### DOUBLE FUNCTION

- Chairman of Asset and Liability Committee (ALCO) BRI (2019-present).
- Chairman of Risk Management Committee BRI (2019-present).
- Chairman of Environmental, Social & Governance (ESG) Committee of BRI (2019-present).
- Permanent Member of Credit Committee BRI (2019-present).
- Chairman of Credit Policy Committee BRI (2019-present).
- Chairman of Human Capital Committee for Planning & Policy at BRI (2019-present).
- Chairman of Human Capital Talent Committee BRI (2019-present).
- Chairman of Human Capital Committee for BRI Performance Management (2019-present).
- Chairman of Human Capital Committee for Ethics & Discipline 1 BRI (2019-present).
- Chairman of Project Management Office Steering Committee BRI (2019-present).

Does not have a position in another public company.



#### SHAREHOLDING

3,234,856 shares



**Catur Budi Harto**

Vice President Director

Indonesian citizens,  
born in Demak, in 1963.

Age 60 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Agronomy, Bogor Agricultural University (1986).
- Master of Management, Prasetya Mulya University (2002).



#### CERTIFICATION

- Sertifikasi Manajemen Risiko Level 5.
- Certified Wealth Manager dari The Certified Wealth Managers Association.



#### WORK EXPERIENCE

- Senior Executive Vice President (SEVP) BRI (2015-2016).
- Direktur BTN (Persero) Tbk (2016 – 2017).
- Direktur Bisnis Kecil & Jaringan BNI (2017 – 2019).
- Wakil Direktur Utama BRI (2019 – sekarang).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Deputy President Director of BRI for the first time based on the Extraordinary GMS on September 2, 2019. Effective after obtaining OJK approval for the Fit and Proper Test in accordance with OJK Letter No. 57/ KDK.03/2019 dated December 20, 2019.



#### TERM OF OFFICE

2019 – 2024 (First Period).



#### DOUBLE FUNCTION

- Alternate Chairman I concurrently a permanent member of Asset and Liability Committee (ALCO) BRI (2019-present).
- Alternate Chairman of Risk Management Committee BRI (2019-present).
- Alternate Chairman of Environmental, Social & Governance (ESG) Committee BRI (2019-present).
- Permanent Member of Credit Committee BRI (2019-present).
- Alternate Chairman of Credit Policy Committee BRI (2019-present).
- Alternate Chairman concurrently permanent member of the Human Capital Committee for Planning & Policy BRI (2019-present).
- Alternate Chairman concurrently permanent member of Human Capital Talent Committee BRI (2019-present).
- Alternate Chairman concurrently permanent member of the Human Capital Committee for Performance Management BRI (2019-present).
- Alternate Chairman concurrently permanent member of the Human Capital Committee for Ethics & Discipline 1 BRI (2019-present).
- Chairman of Product Committee BRI (2019-present).
- Chairman of Goods and Services Procurement Committee BRI (2019-present).

Does not have a position in another public company.



#### SHAREHOLDING

1,839,057 shares



**Supari**

Director of Micro Business

Indonesian citizens,  
born in Ngawi, in 1966.

Age 57 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Agricultural Technology, Brawijaya University (1989).
- Master in Agribusiness Management, Gadjah Mada University (2005).



#### CERTIFICATION

Risk Management Certification Level 5



#### WORK EXPERIENCE

- SEVP of BRI Consumer SMEs (2016 – 2017).
- SEVP of BRI Network Management (2017).
- SEVP Transformation BRI (2017 – 2018).
- Director of Retail and Medium Business BRI (2018 – 2019).
- Director of BRI Micro Business (2019 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Director of Retail and Medium Business BRI for the first time based on the Annual GMS on 22 March 2018. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No: KEP-34/ KDK.03/2018 dated 04 December 2018. Then transferred his assignment as Director of Micro Business at the Extraordinary GMS on September 2, 2019. Then he was reappointed as Director of Micro Business based on the Annual GMS on March 13 2023.



#### TERM OF OFFICE

- 2018 – 2023 (First Period).
- 2024 – Present (Second Period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee (ALCO) BRI (2023-present).
- Permanent Member of Credit Committee BRI (2023-present).
- Permanent member of Human Capital Talent Committee BRI (2023-present).
- Permanent member of the Human Capital Committee for Performance Management BRI (2023-present).

Does not have a position in another public company.



#### SHAREHOLDING

2,890,914 shares



**Amam Sukriyanto**

Director of Small & Medium Business

Indonesian citizens,  
born in Situbondo, in 1968.  
Age 55 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Agricultural Industrial Technology, Brawijaya University (1991).
- Master of Business Administration, the University of Adelaide, Australia (2006).



#### CERTIFICATION

Risk Management Certification Level 5



#### WORK EXPERIENCE

- EVP Bisnis Internasional BRI (2018 – 2020).
- EVP Corporate Secretary Division BRI (2020).
- SEVP Fixed Assets Management & Procurement Directorate BRI (2020 – 2021).
- Director of BRI Small & Medium Business (2021 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Director of BRI Small & Medium Business for the first time based on the results of the Extraordinary GMS on January 21, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No: 34/KDK.03.2021 dated April 14, 2021.



#### TERM OF OFFICE

2021 – 2026 (First Period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee (ALCO) BRI (2021-present).
- Permanent Member of Credit Committee BRI (2021-present).
- Permanent member of Human Capital Talent Committee BRI (2021-present).
- Permanent member of the Human Capital Committee for Performance Management BRI (2021-present).

Does not have a position in another public company.



#### SHAREHOLDING

1,526,754 shares



**Handayani**

Director of Consumer Business

Indonesian citizens,  
born in Surabaya, in 1965.

Age 58 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Dentistry, Airlangga University (1988).
- Master of Management, Padjadjaran University (2001).



#### CERTIFICATION

Risk Management Certification Level 5



#### WORK EXPERIENCE

- Director of Marketing & Alternate Distribution of PT AXA Mandiri (2013 – 2014).
- Commercial Director of PT Garuda Indonesia Tbk (2014 – 2016).
- Director of Consumer Banking BTN (2016 – 2017).
- Director of Consumer BRI (2017 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Consumer Director of BRI for the first time based on the results of the Extraordinary GMS on October 18, 2017. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. KEP-44/D.03/2018 dated March 14, 2018. Reappointed as Director of Consumer Business based on the results of the Annual GMS on March 1, 2022.



#### TERM OF OFFICE

- 2017 – 2022 (First Period).
- 2022 – 2027 (Second Period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee (ALCO) BRI (2021-present).
- Permanent Member of Credit Committee BRI (2021-present).
- Permanent member of Human Capital Talent Committee BRI (2021-present).
- Permanent member of the Human Capital Committee for Performance Management BRI (2021-present).

Does not have a position in another public company.



#### SHAREHOLDING

3,425,200 shares



**Viviana Dyah Ayu R.K.**  
Director of Finance

Indonesian citizens,  
born in Surakarta, in 1978.  
Age 45 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Animal Science, Bogor Agricultural University (2001).
- Master of Business Administration, University of Rochester, USA (2010).



#### CERTIFICATION

- Level 5 Risk Management Certification
- Certified Financial Planner (FPSB).



#### WORK EXPERIENCE

- AVP Planning, Corporate Development & Strategy BRI (2016 – 2017).
- AVP Equity Management, Corporate Development & Strategy BRI (2017 – 2018).
- VP Subsidiary Management Desk BRI (2018 – 2019).
- EVP Subsidiary Management Division BRI (2019).
- BRI Finance Director (2021 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Director of Finance of BRI for the first time based on the results of the Extraordinary GMS on January 21, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 36/KDK.03.2021 dated April 14, 2021.



#### TERM OF OFFICE

2021 – 2026 (First Period).



#### DOUBLE FUNCTION

- Alternate Chairman II concurrently Permanent Member of Asset and Liability Committee (ALCO) BRI (2021-present).
- Permanent Member of Risk Management Committee BRI (2021-present).
- Permanent Member of Environmental, Social & Governance (ESG) Committee BRI (2021-present).
- Permanent Member of Credit Committee BRI (2021-present).
- Chairman of Capital & Investment Committee BRI (2021-present).
- Permanent Member of Data Governance Committee BRI (2021-present).
- Permanent member of Human Capital Talent Committee BRI (2021-present).
- Permanent member of the Human Capital Committee for performance Management BRI (2021-present).
- Chairman of Human Capital Committee for Job Evaluation BRI (2021-present).
- Alternate Chairman concurrently Permanent Member of Product Committee BRI (2021-present).
- Permanent Member of Goods and Services Procurement Committee BRI (2021-present).
- Permanent Member of Project Management Office Steering Committee BRI (2021-present).

Does not have a position in another public company.



#### SHAREHOLDING

1,512,800 shares





**Agus Winardono**

Director of Human Capital

Indonesian citizens,  
born in Jakarta, in 1965.

Age 58 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Corporate Economics, University of Krisna Dwipayana (1988).
- Master in Financial Management, PPM College of Management (2001).



#### CERTIFICATION

- ManLevel 5 Risk Management Certificationajemen Risiko Level 5.
- Certified Wealth Manager dari The Certified Wealth Managers' Association.
- Qualified Internal Auditor.



#### WORK EXPERIENCE

- EVP of PT Bringin Karya Sejahtera (2016 – 2018).
- Head of Regional Internal Audit BRI (Padang, Lampung, Jakarta 2) (2018 – 2020).
- CEO of PT Prima Karya Sarana Sejahtera (2020).
- Director of Human Capital BRI (2021 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Director of Human Capital BRI for the first time based on the results of the Extraordinary GMS on January 21, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 33/KDK.03.2021 dated April 14, 2021.



#### TERM OF OFFICE

2021 – 2026 (First period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee (ALCO) BRI (2021-present).
- Permanent Member of Risk Management Committee BRI (2021-present).
- Permanent Member of Credit Committee BRI (2021-present).
- Permanent Member of the Human Capital Committee for Planning & Policy at BRI (2021-present).
- Permanent member of Human Capital Talent Committee BRI (2021-present).
- Permanent member of the Human Capital Committee for Performance Management at BRI (2021-present).
- Permanent member of the Human Capital Committee for Ethics & Discipline at BRI (2021-present).
- Chairman of the Human Capital Committee for Ethics & Discipline 2 BRI (2021-present).
- Alternate Chairman of the Human Capital Committee for Job Evaluation at BRI (2021-present).

Does not have a position in another public company.



#### SHAREHOLDING

1,503,481 shares



**Andrijanto**

Director of Network & Service

Indonesian citizens,  
born in Surabaya, in 1974.

Age 49 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor Degree (Accounting), Airlangga University (1998).
- Master (Finance), Indiana University, USA (2012).



#### CERTIFICATION

Education & Competency Test: Risk Management Level 5 (BNSP, Jakarta)



#### WORK EXPERIENCE

- EVP Corporate Development & Strategy Division, PT Bank Rakyat Indonesia (Persero) Tbk (2019-2021).
- EVP Planning, Budgeting & Performance Management Division, PT Bank Rakyat Indonesia (Persero) Tbk (2021-2022).
- BRI Network and Service Director (2022 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as BRI Network and Service Director for the first time based on the Annual General Meeting of Shareholders of PT Bank Rakyat Indonesia (Persero) Tbk on March 1, 2022. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No. 15/KDK.03/2022 dated June 22, 2022.



#### TERM OF OFFICE

2022 – 2027 (First Period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee BRI (ALCO) (2022-present).
- Permanent Member of Credit Committee BRI (2022-present).
- Alternate Chairman and Permanent Member of Information Technology Steering Committee BRI (2022-present).
- Alternate Chairman and Permanent Member of Data Governance Committee BRI (2022-present).
- Permanent member of Human Capital Talent Committee BRI (2022-present).
- Permanent member of Human Capital Committee for Performance Management BRI (2022-present).
- Permanent Member of Product Committee BRI (2022-present).
- Permanent Member of Project Management Office Steering Committee BRI (2022-present).

Does not have a position in another public company.



#### SHAREHOLDING

1,123,000 shares



**Agus Sudiarto**

Director of Risk Management

Indonesian citizens,  
born in Jakarta, in 1965.

Age 58 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Law, University of Indonesia (1988).
- Master of Management, University of Indonesia (2004).



#### CERTIFICATION

Risk Management Certification Level 5



#### WORK EXPERIENCE

- Group Head Special Asset Management Bank Mandiri (2010 – 2014).
- President Director of Bank Syariah Mandiri (2014 – 2017).
- SEVP Special Asset Management Bank Mandiri (2017 – 2019).
- BRI Risk Management Director (2019 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as BRI Risk Management Director for the first time based on the results of the Extraordinary GMS on September 2, 2019. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 59/KDK.03/2019 dated December 20, 2019.



#### TERM OF OFFICE

2019 – 2024 (First Period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee (ALCO) BRI (2019-present).
- Permanent Member of Risk Management Committee BRI (2019-present).
- Permanent Member of Environmental, Social & Governance (ESG) Committee BRI (2019-present).
- Permanent Member of Credit Committee BRI (2019-present).
- Alternate Chairman and Permanent Member of Capital & Investment Committee BRI (2019-present).
- Permanent Member of Credit Policy Committee BRI (2019-present).
- Permanent Member of Information Technology Steering Committee BRI (2019-present).
- Permanent member of Human Capital Talent Committee BRI (2019-present).
- Permanent member of the Human Capital Committee for performance Management BRI (2019-present).
- Permanent Member of the Human Capital Committee for Job Evaluation at BRI (2019-present).
- Permanent Member of Product Committee BRI (2019-present).
- Permanent Member of Goods and Services Procurement Committee BRI (2019-present).
- Permanent Member of Project Management Office Steering Committee BRI (2019-present).

Does not have a position in another public company.



#### SHAREHOLDING

1,717,400 shares



## Agus Noorsanto

Director of Wholesale & Institutional Business

Indonesian citizens,  
born in Pandeglang, in 1964.  
Age 59 as of December 2023.  
Domicile in Jakarta.



### EDUCATIONAL BACKGROUND

- Bachelor of Accounting, Padjadjaran University (1988).
- Master of Management, Bogor Agricultural University (1999).



### CERTIFICATION

Risk Management Certification Level 7.



### WORK EXPERIENCE

- SEVP Bussiness Small, Medium & Consumer BRI (2016).
- Senior Executive Vice President of BRI Networks and Services (2016 – 2017).
- President Director of BRI Agro (2017 – 2019).
- Director of Wholesale & Institutional Business of BRI (2019 – present).



### LEGAL BASIS OF APPOINTMENT

Appointed as BRI's Wholesale & Institutional Business Director for the first time based on the results of the Extraordinary GMS on September 2, 2019. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 59/KDK.03/2019 dated December 20, 2019.



### TERM OF OFFICE

2019 – 2024 (First Period).



### DOUBLE FUNCTION

- Permanent Member of Credit Committee BRI (2019-present).
- Permanent member of Human Capital Talent Committee BRI (2019-present).
- Permanent member of the Human Capital Committee for Performance Management BRI (2019-present).

Does not have a position in another public company.



### SHAREHOLDING

2,071,941 shares



**Arga M. Nugraha**

Director of Digital &  
Information Technology

Indonesian citizens,  
born in Jakarta, in 1981.

Age 43 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Sarjana Teknik Informatika, Universitas Bina Nusantara (2003).
- Master of Science, Carnegie Mellon University, USA (2011).



#### CERTIFICATION

- Level 5 Risk Management Certification
- Certified Trade Specialist For Basic Trade Finance
- CISA Review Course & Certification



#### WORK EXPERIENCE

- AVP Cash Management, Transaction Banking Division BRI (2016 – 2018).
- VP E-Banking, Retail Payment Division BRI (2018 – 2020).
- EVP Brilink Network Division BRI (2020 – 2021).
- Director of BRI Networks & Services (2021 – 2022).
- Director of Digital & Information Technology (2022 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Director of Network & Services of BRI for the first time based on the results of the Extraordinary GMS on January 21, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 35/KDK.03.2021 dated April 14, 2021. At the Annual General Meeting of Shareholders on March 1, 2022, he was assigned the role of Director of Digital & Information Technology.



#### TERM OF OFFICE

2021 – 2026 (First period).



#### DOUBLE FUNCTION

- Permanent Member of Asset and Liability Committee (ALCO) BRI (2021-present).
- Permanent Member of Credit Committee BRI (2021-present).
- Chairman of Information Technology Steering Committee BRI (2021-present).
- Chairman of Data Governance Committee BRI (2021-present).
- Permanent member of Human Capital Talent Committee BRI (2021-present).
- Permanent member of the Human Capital Committee for Performance Management BRI (2021-present).
- Permanent Member of Product Committee BRI (2021-present).
- Permanent Member of Project Management Office Steering Committee BRI (2021-present).

Does not have a position in another public company.



#### SHAREHOLDING

1.313.785 shares



**Ahmad Solichin Lutfiyanto**  
Director of Compliance

Indonesian citizens,  
born in Malang, in 1970.  
Age 53 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Agricultural Technology, University of Jember (1990).
- Master of Management, Marketing/MIS, UGM/Adger Collage University Norway (1999).



#### CERTIFICATION

Risk Management Certification Level 5.



#### WORK EXPERIENCE

- VP BRI's Retail Business Network Division (2012 – 2016).
- EVP BRI Transaction Banking Division (2016 –2017).
- EVP BRI's Human Capital Policy & Development Division (2017 – 2018).
- BRI Compliance Director (2018 – 2019).
- Director of BRI Network & Services (2019 – 2021).
- BRI Compliance Director (2021 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed for the first time as Director of BRI since March 22, 2018 based on the results of the Annual GMS. Appointed as Compliance Director of BRI based on the results of the Extraordinary GMS on January 21, 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. SR- 94/PB.12/2021 dated April 1, 2021. Then he was reappointed as Compliance Director based on the Annual GMS on March 13, 2023.



#### TERM OF OFFICE

- 2018 – 2023 (First Period).
- 2023 – 2028 (Second Period).



#### DOUBLE FUNCTION

- Permanent Member without Voting Rights of Asset and Liability Committee (ALCO) BRI (2018-present).
- Permanent Member of Risk Management Committee BRI (2018-present).
- Permanent Member of Environmental, Social & Governance (ESG) Committee BRI (2018-present).
- Member of Credit Policy Committee BRI (2018-present).
- Permanent Member of Information Technology Steering Committee BRI (2018-present).
- Permanent Member of Data Governance Committee BRI (2022-present).
- Permanent member of Human Capital Talent Committee BRI (2022-present).
- Permanent member of the Human Capital Committee for Performance Management BRI (2022-present).
- Permanent member of Human Capital Committee for Ethics & Discipline BRI (2022-present).
- Permanent Member of Goods and Services Procurement Committee BRI (2022-present).

Does not have a position in another public company.



#### SHAREHOLDING

3,587,470 shares

## Affiliate Relations of Members of The Board of Directors

Table of Directors Affiliation Relations

Financial and Family Relations of the Board of Directors Management															
Name	Position	Financial Relations With						Financial Relations With						Management Board of Relations	
		Board of Relations Commissioner		Board of Director		Controlling shareholders		Board of Relations Commissioner		Board of Director		Controlling shareholders			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Sunarso	President Director	√		√		√		√		√		√		√	
Catur Budi Harto	Vice President Director	√		√		√		√		√		√		√	
Supari	Director of Micro Business	√		√		√		√		√		√		√	
Amam Sukriyanto	Director of Small & Medium Business	√		√		√		√		√		√		√	
Handayani	Director of Consumer Business	√		√		√		√		√		√		√	
Agus Winardono	Director of Human Capital	√		√		√		√		√		√		√	
Viviana Dyah Ayu R.K.	Director of Finance	√		√		√		√		√		√		√	
Andrijanto	Director of Network and Service	√		√		√		√		√		√		√	
Agus Sudiarto	Director of Risk Management	√		√		√		√		√		√		√	
Agus Noorsanto	Director of Wholesale & Institutional Business	√		√		√		√		√		√		√	
Arga M. Nugraha	Director of Network and Service	√		√		√		√		√		√		√	
Ahmad Solichin Lutfiyanto	Director of Compliance	√		√		√		√		√		√		√	

## Board of Directors Education and/or Training

A description of the education and/or training for the Board of Directors is presented in the Corporate Governance Chapter.



## Changes in The Composition of The Members of The Board of Directors and The Reasons for The Changes

During 2023, there was a change in the composition of the members of the Board of Directors. However, on March 13, 2023, the 2023 Annual General Meeting of Shareholders decided:

1. Respectfully removal the Company's Directors, that is Sunarso as President Director, Supari as Director of Micro Business, and Ahmad Solichin Lutfiyanto as Director of Compliance.
2. Appointed Sunarso as President Director, that is Supari as Director of Micro Business and Ahmad Solichin Lutfiyanto as Director of Compliance.

All members of the Board of Directors domiciled in the work area of the BRI Head Office. The composition and basis for appointing the Board of Directors can be seen in the table below.

**Table of Composition and Basis for Appointment of the Board of Directors**

Name	Position	Executor	Basis of Appointment	Effective date
Sunarso	President Director	OJK	<ul style="list-style-type: none"> <li>Extraordinary GMS on September 2, 2019</li> <li>Annual GMS on March 13, 2023</li> </ul>	December 20, 2019
Catur Budi Harto	Vice President Director	OJK	Extraordinary GMS on September 2, 2019	December 20, 2019
Supari	Director of Micro Business	OJK	<ul style="list-style-type: none"> <li>Annual GMS on March 22, 2018</li> <li>Annual GMS on March 13, 2023</li> </ul>	December 4, 2018
Amam Sukriyanto	Director of Small & Medium Business	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Handayani	Director of Consumer Business	OJK	Extraordinary GMS on October 18, 2017	March 14, 2018
Viviana Dyah Ayu Retno	Director of Finance	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Agus Winardono	Director of Human Capital	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Andrijanto	Director of Network and Service	OJK	Annual GMS on March 1, 2022	June 22, 2022
Agus Sudiarto	Director of Risk Management	OJK	Extraordinary GMS on September 2, 2019	December 20, 2019
Agus Noorsanto	Director of Wholesale & Institutional Business	OJK	Extraordinary GMS on September 2, 2019	December 20, 2019
Arga M. Nugraha	Director of Network and Service	OJK	Extraordinary GMS on January 21, 2021	April 14, 2021
Ahmad Solichin Lutfiyanto	Director of Compliance	OJK	<ul style="list-style-type: none"> <li>Annual GMS on March 22, 2018, appointed as Compliance Director based on the Extraordinary GMS on January 21, 2021</li> <li>Annual GMS on March 13, 2023</li> </ul>	April 1, 2021



## Board of Commissioners' Profile



**Kartika Wirjoatmodjo**

President Commissioner

Indonesian citizens,  
born in Surabaya, in 1973.

Age 49 as of December 2023.

Domicile in Jakarta.



### EDUCATIONAL BACKGROUND

- Bachelor of Accounting, University of Indonesia (1996).
- Master of Business Administration, Erasmus University, Rotterdam, Belanda (2001).



### CERTIFICATION

Risk Management Certification Level 5



### WORK EXPERIENCE

- President Director of Bank Mandiri (2016 – 2019).
- Chairman of the National Bank Association (PERBANAS) (2016 – present).
- Member of the APEC Business Advisory Council (ABAC) - Indonesia Member (2017 – present).
- President Commissioner of Bank Mandiri (2019 – 2020).
- Deputy Chairman of the General Banking Standing Committee for SOE and ROE – Indonesian Chamber of Commerce and Industry (KADIN) (2015-2021).
- Deputy General Chairman of KADIN Indonesia for SOE - Indonesian Chamber of Commerce and Industry (KADIN) (2021-present).
- President Commissioner of BRI (2020 – present).
- Deputy Minister of State-Owned Enterprises (2019 – present).



### LEGAL BASIS OF APPOINTMENT

Appointed as President Commissioner of BRI for the first time on 18 February 2020 based on the results of the 2020 BRI AGMS resolution. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No. 46/KDK.03/2020 dated 03 July 2020.



### TERM OF OFFICE

2020 – 2025 (First Period).



### DOUBLE FUNCTION

- Deputy Minister of State-Owned Enterprises (2019 – present).
- President Commissioner of BRI (2020 – present).
- Chairman of the National Bank Association (PERBANAS) (2016 – present).
- Member of the APEC Business Advisory Council (ABAC) - Indonesia Member (2017 – present).
- Deputy General Chairman of KADIN Indonesia for SOE - Indonesian Chamber of Commerce and Industry (KADIN) (2021-present).
- Member of the BRI Nomination and Remuneration Committee (2020 - present).
- Member of the BRI Integrated Governance Committee (2020 - present).

Does not have a position in another public company.



### SHAREHOLDING

689,800 shares



**Rofikoh Rokhim**

Vice President Commissioner/  
Independent Commissioner

Indonesian citizens,  
born in Klaten, in 1971.

Age 52 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Economics from the Islamic University of Indonesia, Yogyakarta (1993).
- Bachelor of Political Science from Gadjah Mada University, Yogyakarta (1994).
- Master Specialist in Public Finance from the French Prime Minister, Institute International d'Administration Publique (IIAP)-Ecole National d'Administration (ENA) Paris (2000).
- D.E.A (M.Phil) in International and Development Economics from the Université de Paris 1 Panthéon Sorbonne, Paris (2002).
- Ph.D. in Economics (Applied Macro and Micro Economics Development Studies in Finance) from Université de Paris 1 Pantheon-Sorbonne, Paris (2005).
- Professional Education:
  - NYU Stern School of Business (2023).
  - Berkeley Executive Education (2023).
  - Kellogg School of Management (2022).
  - Columbia Business School (2022).
  - Institute Management Development (2021).
  - London School of Economics and Political Science (2019).
  - Chicago Booth School of Business (2019).
  - Said Business School University of Oxford (2018).
  - Stanford Graduate School of Business (2018).
  - Wharton Business School (2018).
  - Harvard Business School (2016).
  - Harvard Kennedy School (2015).
  - INSEAD (2014).
  - Massachusetts Institute of Technology (2008 - 2009).
  - Internationale Weiterbildung und Entwicklung gGmbH (2007).



#### CERTIFICATION

Risk Management Certification Level 2



#### WORK EXPERIENCE

- Head of Indonesia Business Intelligence Unit (2008- 2013)
- Risk Management and Audit Committee of PT Pos Indonesia (2012-2015).
- Anti-Mafia Oil and Gas Task Force, Ministry of Energy and Mineral Resources (2014-2015).
- Service and Membership Committee and Policy on Organizational Performance and HR Management of BPJS TK (2015-2017).
- President Commissioner of PT Hotel Indonesia Natour (Persero) (2015-2017).
- Village Fund Task Force, Ministry of Village, PDT and Transmigration (2016-2017).
- Independent Commissioner of BRI (2017 – 2021).
- Deputy President Commissioner/Independent Commissioner of BRI (2021 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Independent Commissioner of BRI for the first time based on the Extraordinary GMS on 18 October 2017. Appointed as Deputy President Commissioner/Independent Commissioner at the Extraordinary GMS on 7 October 2021. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 64 / KDK. 03/2021 on November 30, 2021.



#### TERM OF OFFICE

- 2017 – 2022 (First Period).
- 2022 – 2027 (Second Period).



#### DOUBLE FUNCTION

- Lecturer and Researcher at the Faculty of Economics and Business, University of Indonesia (2006 – present).
- Member of the BRI Audit Committee (2017 – present).
- Member of the BRI Nomination and Remuneration Committee (2018 – present).
- Chairman of BRI's Risk Management Oversight Committee(2021 – present).
- Chairman of the BRI Integrated Governance Committee (2021 – present).

Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Heri Sunaryadi**

Independent Commissioner

Indonesian citizens,  
born in Jember, in 1965.

Age 58 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Agricultural Technology from Bogor Agricultural Institute (1987)
- Professional Education: Imperial College Business School (2023), Imperial Business School (2023).



#### CERTIFICATION

- Level 2 Risk Management Certification.
- Funding Basic Certification, PT Indonesian Financing Professional Certification (SPPI).



#### WORK EXPERIENCE

- President Director of Bahana Sekuritas (2007-2009)
- President Director PT Bahana Pembinaan Usaha Indonesia (2009-2013)
- President Director of PT Kustodian Sentral Efek Indonesia (2013 – 2014).
- Finance Director of PT Telekomunikasi Indonesia Tbk (2014 – 2016).
- Commissioner of PT Kustodian Sentral Efek Indonesia (2016 – 2018).
- Commissioner of PT Merdeka Copper Gold Tbk (2018 – 2021).
- Independent Commissioner of BRI (2021 – Present).
- Independent Commissioner Tower Bersama Group (2022-present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as BRI Independent Commissioner for the first time on October 7, 2021 based on the resolution of the 2021 BRI EGMS. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No. SR-29/PB.12/2022 on February 8, 2022.



#### TERM OF OFFICE

2021 – 2026 (First Period).



#### DOUBLE FUNCTION

- Chairman of the BRI Nomination and Remuneration Committee (2022 – present).
- Member of the BRI Audit Committee (2022 – present).
- Member of the Risk Management Oversight Committee (2022 – present).
- Member of the Integrated Governance Committee (2022 – present).
- Independent Commissioner Tower Bersama Group (2022-present).

Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Rabin Indrajad Hattari**

Commissioner

Indonesian citizens,  
born in Jakarta, in 1975.  
Age 48 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Economics & Mathematics, University of Georgia, USA (1996).
- Master of Management, University of Indonesia (2001).
- Ph.D. in Economics, George Mason University, USA (2008).
- Professional Education: Stanford School of Business (2023), Wharton Business School (2023), Harvard Business School (2023).



#### CERTIFICATION

Risk Management Certification Level 1



#### WORK EXPERIENCE

- Lead Adviser for Australia Indonesia Economic Partnership (2017 - 2018).
- Senior Economist Asian Development Bank (2010 - 2020).
- Special Staff V Ministry of BUMN (2020 - 2021).
- Expert Staff for Industry at the Ministry of BUMN (2021-2023).
- Planning Expert Staff, Defense Industrial Policy Committee, Indonesian Ministry of Defense (2020 - present).
- BRI Commissioner (2020 - present).
- Member of the Remuneration and HR Committee, Indonesia Investment Agency (INA) (2021 - present).
- Secretary of the Ministry of BUMN (2023 - present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Commissioner of BRI for the first time on 18 February 2020 based on the results of the 2020 BRI AGMS resolution. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 54/KDK.03/2020 dated 27 July 2020.



#### TERM OF OFFICE

2020 - 2025 (First Period).



#### DOUBLE FUNCTION

- Secretary of the Ministry of BUMN (2023 - present).
- Planning Expert Staff, Defense Industrial Policy Committee, Indonesian Ministry of Defense (2020 - present).
- Member of the Remuneration and HR Committee, Indonesia Investment Agency (INA) (2021 - present).
- Member of BRI Nomination and Remuneration Committee (2020 - present).
- Member of BRI Risk Management Oversight Committee (2020 - present).

Does not have a position in another public company.



#### SHAREHOLDING

620,700 shares



**Paripurna Poerwoko Sugarda**  
Independent Commissioner

Indonesian citizens,  
born in Yogyakarta, in 1957.  
Age 66 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Doctor of Management, Indonesian Islamic University (1984)
- Bachelor of Laws, Gajah Mada University (1986).
- Master of Law, Gadjah Mada University (1999)
- Master of Law, University of Groningen (2008).
- Doctor of Law, Gajah Mada University (2012).
- Professional Education: Harvard Business School (2023).



#### CERTIFICATION

Level 2 Risk Management Certification



#### WORK EXPERIENCE

- Lecturer at the Faculty of Law, Gadjah Mada University (1988 - present).
- Dean of the Faculty of Law, Gadjah Mada University (2012 - 2014).
- Head of Asia Pacific Research Center, Gadjah Mada University (2020 - 2022).
- Vice Chancellor for Cooperation and Alumni, Gadjah Mada University (2014 - 2022).
- Independent Commissioner of BRI (2022 – Present).
- President Commissioner of PT Kaltim Methanol Industri (2022 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as BRI Independent Commissioner for the first time on March 1, 2022 based on the 2022 GMS resolutions. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No. 28/KDK.03/2022 dated August 8, 2022.



#### TERM OF OFFICE

2022 – 2027 (Fitrst Period).



#### DOUBLE FUNCTION

- Lecturer at the Faculty of Law, Gadjah Mada University (1988 - present).
  - President Commissioner of PT Kaltim Methanol Industri (2022 – present).
  - Member of the BRI Nomination and Remuneration Committee (2022 – present).
  - Member of the BRI Integrated Governance Committee (2022 – present).
- Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Hendrikus Ivo**  
Independent Commissioner

Indonesian citizens,  
born in Jakarta, in 1958.  
Age 65 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Law, University of North Sumatra (1982).
- Master of Management, STIE IPWI (2000).



#### CERTIFICATION

Risk Management Certification Level 3



#### WORK EXPERIENCE

- Head of Regional Office 6 for Sulawesi, Maluku and Papua (Sulampua) Financial Services Authority (OJK) (2014).
- Head of the Special Examination and Banking Investigation Department of the Financial Services Authority (OJK) (2014).
- Head of the Legal Department of the Financial Services Authority (OJK) (2015).
- Deputy Commissioner for Investigations & APU PPT Financial Services Authority (OJK) (2016).
- Deputy Commissioner for Investigations, Organizations and Human Resources of the Financial Services Authority (OJK) (2017).
- Senior Advisor to the Chairman of the Board of Commissioners of the Financial Services Authority (OJK) (2018).
- Independent Commissioner of BRI (2019 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed for the first time as BRI Independent Commissioner on 15 May 2019 based on the results of the 2019 BRI AGMS. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter Nokep-41/ KDK.03/2019 dated 29 August 2019.



#### TERM OF OFFICE

2019 – 2024 (First Period).



#### DOUBLE FUNCTION

- Chairman of BRI Audit Committee (2020 – present).
- Member of BRI Nomination and Remuneration Committee (2018 – present).
- Member of BRI Integrated Governance Committee (2018 – present).

Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Dwi Ria Latifa**

Independent Commissioner

Indonesian citizens,  
born in Tanjung Balai Karimun , in 1966.

Age 57 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Laws, Pancasila University (1990).
- Alumni of Lemhanas-40 (2007).
- Master of Science, Gadjah Mada University (2012).
- Professional Education: Harvard Business School (2023), Northwestern-Kellogg Executive Education School of Management (2023).



#### CERTIFICATION

Risk Management Certification Level 2



#### WORK EXPERIENCE

- Founder and Head of Ria Latifa & Partner Law Firm (1992 – present).
- Member of DPR RI (2000 – 2004).
- Member of DPR RI (2014 – 2019).
- Chairman of the Dharma Wanita Persatuan (DWP) of the Indonesian Embassy in Cairo (2016 – 2020).
- Independent Commissioner of BRI (2020 – present).
- President Commissioner of PT Bersua Utama Indonesia (2020 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as an Independent Commissioner of BRI for the first time on February 18, 2020 based on the resolutions of the 2020 BRI AGMS. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. 2/ KDK.03/2021 Dated January 20, 2021.



#### TERM OF OFFICE

2020 – 2025 (First period).



#### DOUBLE FUNCTION

- Founder and Head of Ria Latifa & Partner Law Firm (1992 – present).
- President Commissioner of PT Bersua Utama Indonesia (2020 – present).
- Member of BRI Nomination and Remuneration Committee (2021 – present).
- Member of BRI Risk Management Oversight Committee(2021 – present).
- Member of BRI Integrated Governance Committee (2021 – present).

Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Nurmaria Sarosa**  
Independent Commissioner

Indonesian citizens,  
born in Jakarta, in 1965.  
Age 58 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Architecture, Bandung Institute of Technology (1989).
- Professional Education: Harvard Business School (2023), Northwestern-Kellogg Executive Education School of Management (2023).



#### CERTIFICATION

Level 2 Risk Management Certification



#### WORK EXPERIENCE

- Director of Finance and Corporate Affairs, PT Cardig International Support (2017-2020).
- Director of Finance and Corporate Affairs, PT Cardig Express Nusantara (2020-2021).
- Executive Director of PT Selaras Logistik Indonesia (2021 - 2022).
- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. (2022 - present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as BRI Independent Commissioner for the first time on March 1, 2022 based on the results of the 2022 Annual GMS. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No. 27/KDK/.03/2022 dated August 8, 2022.



#### TERM OF OFFICE

2022 – 2027 (First Period).



#### DOUBLE FUNCTION

- BRI Nomination and Remuneration Member (2022 - present).
- Member of BRI's Risk Management Oversight Committee (2022 – present).

Does not have a position in another public company.



#### SHAREHOLDING

Do not have





**Agus Riswanto**

Independent Commissioner

Indonesian citizens,  
born in Delanggu, in 1962.

Age 61 as of December 2023.

Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Laws, Kristen Satya Wacana University (1986).
- Master of Law, Iblam College of Law (2001).
- Professional Education: Imperial Business School (2023).



#### CERTIFICATION

Level 2 Risk Management Certification.



#### WORK EXPERIENCE

- Head of the High Prosecutor's Office, Bangka Belitung (2014-2015).
- Director of Intel Code and Production, Attorney General of the Republic of Indonesia (2015-2018).
- Expert Staff of the Attorney General of the Republic of Indonesia for Intelligence, Attorney General of the Republic of Indonesia (2018 - 2022).
- Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. (2022 - present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as BRI Independent Commissioner for the first time on March 1, 2022 based on the results of the 2022 Annual GMS. Effective after obtaining OJK approval or Fit and Proper Test according to OJK Letter No. 29/KDK.03/2022 dated 8 August 2022.



#### TERM OF OFFICE

2022 - 2027 (First Period).



#### DOUBLE FUNCTION

- BRI Audit Committee Member (2022 - Present).
- Member of the BRI Nomination and Remuneration Committee (2022-Present)

Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Awan Nurmawan Nuh**

Komisaris

Indonesian citizens,  
born in Bandung , in 1968.  
Age 55 as of December 2023.  
Domicile in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Economics, Gajah Mada University, Yogyakarta (1992).
- Master of Business Taxation, University of Southern California, USA (1997).



#### CERTIFICATION

- Chartered Accountant (CA) - 2022.



#### WORK EXPERIENCE

- Head of Regional Office of the Directorate General of Taxes, Central Java I (2016).
- Expert Staff for Tax Regulations and Law Enforcement (2016 - 2021).
- Inspector General, Ministry of Finance (2021 - present).
- Member of the Supervisory Board of the Indonesian Accountants Association (2022 - present)
- BRI Commissioner (2023 – present).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Commissioner of BRI for the first time on March 13, 2023 based on the results of the 2023 Annual GMS. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No. SR-285/PB.02/2023 dated December 08, 2023.



#### TERM OF OFFICE

2023 – 2028 (First Period).



#### DOUBLE FUNCTION

- Inspector General, Ministry of Finance (2021 - present).
- Member of the Supervisory Board (2022 - present)
- Member of the BRI Nomination and Remuneration Committee (2023-present).
- Member of the BRI Risk Management Committee (2023-present).

Does not have a position in another public company.



#### SHAREHOLDING

Do not have



**Hadiyanto\***  
Commissioner

Indonesian citizens,  
born in Ciamis, in 1962.

Age 61 as of December 2023.

Domicile in Jakarta.

\*) Honorably dismissed at the 2023 Annual GMS on March 13, 2023.



#### EDUCATIONAL BACKGROUND

- Bachelor of Law, Padjadjaran University (1986).
- Master of Law, Harvard University Law School, USA (1993).
- Doctor of Law, Padjadjaran University (2012).



#### CERTIFICATION

- Level 2 Risk Management Certification.
- Certificate International Tax Program Harvard University.
- Certificate of Leadership in Challenging World, IMD Business School.
- Certificate of Management Leadership, Wharton Business School.



#### WORK EXPERIENCE

- Director General of State Assets, Ministry of Finance (2006 - 2015).
- President Commissioner of PT Garuda Indonesia Tbk. (2007 - 2012).
- Commissioner of PT Telkom Tbk (2012 - 2018).
- Secretary General, Ministry of Finance (2015 – 2021).
- Chair of the Supervisory Board at the Education Fund Management Institute (2015 – 2023).
- Chairman of the Supervisory Board at Dr. Hospital. Cipto Mangunkusumo (2016 – 2023)
- Commissioner of BRI (2018 – present)
- Director General of Treasury, Ministry of Finance (2021-2023).



#### LEGAL BASIS OF APPOINTMENT

Appointed as Commissioner of BRI in 2018 based on the results of the Annual GMS on March 22, 2018. Effective after obtaining OJK approval or Fit and Proper Test in accordance with OJK Letter No.30/ KDK.03/2018 dated 18 September 2018.



#### TERM OF OFFICE

2018 – 2023 (First Period).



#### DOUBLE FUNCTION

- Supervisory Board at the Education Fund Management Institution (2015-2023).
- Supervisory Board at Dr. Hospital. Cipto Mangunkusumo (2016-2023).
- Member of the BRI Nomination and Remuneration Committee (2018-2023).
- Member of the BRI Risk Management Oversight Committee(2021-2023).
- Member of the BRI Integrated Governance Committee (2018-2023).

Does not have a position in another public company.



#### SHAREHOLDING

1,048,700 Shares



## Affiliated Relationship of Members of The Board of Commissioners

Table of Affiliation of the Board of Commissioners

Financial and Family Relations of the Board of Directors Management															
Name	Position	Financial Relations With						Financial Relations With						Management Board of Relations	
		Board of Relations Commissioner		Board of Directors		Controlling shareholders		Board of Relations Commissioner		Board of Directors		Controlling shareholders			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		
Kartika Wirjoatmodjo	President Commissioner	✓		✓		✓				✓		✓		✓	
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	✓		✓		✓				✓		✓		✓	
Heri Sunaryadi	Independent Commissioner	✓		✓		✓				✓		✓		✓	
Rabin Indrajad Hattari	Commissioner	✓		✓		✓				✓		✓		✓	
Pariurna Poerwoko Sugarda	Independent Commissioner	✓		✓		✓				✓		✓		✓	
Hendrikus Ivo	Independent Commissioner	✓		✓		✓				✓		✓		✓	
Nurmaria Sarosa	Independent Commissioner	✓		✓		✓				✓		✓		✓	
Dwi Ria Latifa	Independent Commissioner	✓		✓		✓				✓		✓		✓	
Agus Riswanto	Independent Commissioner	✓		✓		✓				✓		✓		✓	
Awan Nurmawan Nuh	Commissioner	✓		✓		✓				✓		✓		✓	
Hadiyanto*	Commissioner	✓		✓		✓				✓		✓		✓	

\*) Honorably dismissed at the 2023 Annual GMS on March 13, 2023.

## Board of Commissioners Education and/or Training

A description of the education and/or training for the Board of Commissioners is presented in the Corporate Governance Chapter.

## Changes in the Composition of Members of The Board of Commissioners and the Reasons for the Changes

During 2023, there was a change in the composition of the members of the Board of Commissioners. Changes in the composition of the members of the Board of Commissioners were made based on the needs of the Company. Changes in the composition of the members of the Board of Commissioners are as follows:

## Composition of The Board of Commissioners Before The Annual GMS on March 13, 2023

The composition of the Board of Commissioners before the Annual General Meeting of Shareholders (AGMS) on March 13, 2023 was 10 (ten) people consisting of 1 (one) President Commissioner, 1 (one) Deputy President Commissioner/Independent Commissioner, 6 (six) an Independent Commissioner and two Commissioners. All members of the Board of Commissioners domiciled in the work area of the BRI Head Office. The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

**Table of Composition and Basis for Appointment of the Board of Commissioners Prior to the Annual GMS on March 13, 2023**

Name	Position	Executor	Basis of Appointment	Effective date
Kartika Wirjoatmodjo	President Commissioner	OJK	Annual GMS on February 18, 2020	July 3, 2020
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	November 30, 2021
Hadiyanto	Commissioner	OJK	Annual GMS on March 22, 2018	December 8, 2023
Rabin Indrajad Hattari	Commissioner	OJK	Annual GMS on February 18, 2020	July 27, 2020
Dwi Ria Latifa	Independent Commissioner	OJK	Annual GMS on February 18, 2020	January 20, 2021
Hendrikus Ivo	Independent Commissioner	OJK	Annual GMS on 15 May 2019	August 29, 2019
Heri Sunaryadi	Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	February 8, 2022
Agus Riswanto	Independent Commissioner	OJK	Annual GMS on March 1, 2022	February 8, 2022
Paripurna Poerwoko Sugarda	Independent Commissioner	OJK	Annual GMS on March 1, 2022	February 8, 2022
Nurmaria Sarosa	Independent Commissioner	OJK	Annual GMS on March 1, 2022	February 8, 2022

## Composition of The Board of Commissioners after The Annual GMS on March 13, 2023

On March 13, 2023, the Annual General Meeting of Shareholders (AGMS) decided to change the composition of the Company's management as follows:

1. Respectfully dismissing Hadiyanto as Commissioner of the Company:
2. Appointing Awan Nurmawan Nuh as Commissioner of the Company

Thus, the composition of the Board of Commissioners after the Annual GMS on March 13, 2023 was 10 (ten) people consisting of 1 (one) Main Commissioner, 1 (one) Deputy Main Commissioner/Independent Commissioner, 6 (six) Independent Commissioners and two Commissioner. All members of the Board of Commissioners domiciled in the work area of the BRI Head Office. The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

**Table of Composition and Basis for Appointment of the Board of Commissioners after the Annual GMS on March 13, 2023**

Name	Position	Executor	Basis of Appointment	Effective date
Kartika Wirjoatmodjo	President Commissioner	OJK	Annual GMS on February 18, 2020	July 3, 2020
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	November 30, 2021
Awan Nurmawan Nuh	Commissioner	OJK	Annual GMS on March 13, 2023	September 18, 2018
Rabin Indrajad Hattari	Commissioner	OJK	Annual GMS on February 18, 2020	July 27, 2020
Dwi Ria Latifa	Independent Commissioner	OJK	Annual GMS on February 18, 2020	January 20, 2021
Hendrikus Ivo	Independent Commissioner	OJK	Annual GMS on 15 May 2019	August 29, 2019
Heri Sunaryadi	Independent Commissioner	OJK	Extraordinary GMS on October 7, 2021	February 8, 2022
Agus Riswanto	Independent Commissioner	OJK	Annual GMS on March 1, 2022	February 8, 2022
Paripurna Poerwoko Sugarda	Independent Commissioner	OJK	Annual GMS on March 1, 2022	February 8, 2022
Nurmaria Sarosa	Independent Commissioner	OJK	Annual GMS on March 1, 2022	February 8, 2022



# Executive Officer Profile

## Senior Executive Vice President (SEVP)



**Triswahju Herlina**

**SEVP Satuan Kerja Audit Intern (SKAI) xxx**

Indonesian citizens, born in Madiun, in 1968.  
Age 55 as of December 2022.  
Domicilie in Malang.



### EDUCATIONAL BACKGROUND

- Bachelor of Business Administration, Brawijaya University, Malang (1990).
- Master of Agribusiness Management, Gadjah Mada University, Yogyakarta (2005).



### WORK EXPERIENCE

- Vice President Regional Office Malang (Oktober 2012 - Februari 2016).
- Vice President Regional Office Yogyakarta (Maret 2016 - Juni 2018).
- Executive Vice President Divisi Medium Business (Juli 2018 - Juli 2019).
- Executive Vice President Divisi Agribusiness (Agustus 2019 - Oktober 2019).
- Executive Vice President Regional CEO BRI Surabaya (November 2019 - Maret 2022).
- SEVP Satuan Kerja Audit Intern (SKAI) (2022 – sekarang)



### LEGAL BASIS OF APPOINTMENT

Directors Decree No.339-DIR/HCB/03/2022 dated March 7, 2022 and approval of the Board of Commissioners No. R.07- KOM/01/2022 dated January 25, 2022.



### TERM OF OFFICE

Starting from 2022 – the next Decree of Change.



### SHAREHOLDING

686,500 share



**Achmad Royadi**

**SEVP Treasury & Global Services**

Indonesian citizens, born in Jakarta, in 1975.  
Age 48 as of December 2022.  
Domicilie in Jakarta.



### EDUCATIONAL BACKGROUND

- Bachelor of Development Economics, Padjadjaran University (1998).
- MBA in Finance, Tulane University USA (2009).



### WORK EXPERIENCE

- Senior Manager of Derivatives & Product Development in Global Market Head Office (2014 – 2016).
- Senior Manager of Head Office Human Capital Policy & Development Division (2016 – 2017).
- Vice President of Strategy & Business Development Division, Head Office Corporate Development & Strategy Division (2017 – 2019).
- Senior Vice President of Investor Relations Division Head Office Strategy & Finance Directorate (2019 – 2021).
- SEVP Treasury & Global Services (2021 – present).



### LEGAL BASIS OF APPOINTMENT

SK NOKEP: 410 – DIR/HCB/07/2021 regarding Promotion as Senior Executive Vice President of Treasury & Global Services Directorate dated July 26, 2021.



### TERM OF OFFICE

Starting from July 1, 2021 – SK for the next amendment Decree.



### SHAREHOLDING

928,072 share



### Harsya Wardhana Prasetyo

#### SEVP Change Management & Transformation Office

Indonesian citizens, born in Jakarta, in 1978.  
Age 45 as of December 2022.  
Domicilie in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Eng (Hons), The University of Melbourne (2001).
- Bachelor of Commerce, The University of Melbourne (2001).
- Master of Business Administration, Melbourne Business School, The University of Melbourne (2005).
- CFA (2008).



#### WORK EXPERIENCE

- Management Associate to Senior Assistant Manager, Citibank (2001-2004).
- Manager to Director - Retail Investment and Consumer Treasury, Citibank (2005-2013).
- Lecturer Postgraduate Program - International Finance, BINUS Business School (2011-2013).
- Head of Sales and Marketing, PT First State Investments (2013- 2014).
- Associate Partner, PT McKinsey Indonesia (2014-2016). • Director - Retail and Digital Bank Head, Citibank (2016-2019). • Head of Supervisory Board Dana Pensiun Citibank Indonesia (2017-2019). • Senior Advisor, PT McKinsey Indonesia (2019-2021). • Partner, PT McKinsey Indonesia (2021-2022). • SEVP Change Management & Transformation Office (2022 – present).



#### LEGAL BASIS OF APPOINTMENT

Employment agreement: B.446-HCD/HDR/03/2022 tentang Promosi Sebagai Senior Executive Vice President Change Management & Transformation Office dated March 10, 2022.



#### TERM OF OFFICE

Starting from 2022 – the next Amendment Decree.



#### SHAREHOLDING

744,500 share



### Muhammad Candra Utama

#### SEVP Ultra Micro

Indonesian citizens, born in Palembang , in 1972.  
Age 51 as of December 2022.  
Domicilie in Tangerang Selatan.



#### EDUCATIONAL BACKGROUND

Bachelor of Agribusiness, Sriwijaya University (1995).



#### WORK EXPERIENCE

- Head of BRI Bitung Branch Office, Manado Regional Office (2010-2011).
- Head of BRI Ubud Branch Office, Denpasar Regional Office (2012-2013)
- Branch Manager of BRI Bumi Serpong Damai Branch Office, Regional Office Jakarta 3 (2013-2014).
- Branch Manager of BRI Jakarta Krekot Branch Office, Regional Office Jakarta 1 (2014-2015).
- Head of BRI Jakarta Kebayoran Baru Branch Office, Jakarta Regional Office 2 (2015-2017).
- BRI Jakarta Veteran Branch Leader (2017).
- Deputy Regional Leader for Business, Regional Office Jakarta 1 (2017-2019).
- Acting Head of Briguna Loan Division, Head Office (2019-2020).
- Head of Institution Division 1 Head Office (2020).
- Executive Vice President of the Head Office Institutional Business Division (2020-2022).
- Division Head Institutional Business Head Office (2022-2023).
- SEVP Ultra Micro (2023 – present).



#### LEGAL BASIS OF APPOINTMENT

BRI Directors Decree NOKEP: 1612 – DIR/HCB/08/2023 concerning Promotion as Senior Executive Vice President of the Ultra Micro Directorate dated August 21, 2022.



#### TERM OF OFFICE

Starting from August 1, 2023 – SK for the next amendment Decree.



#### SHAREHOLDING

1,263,128 share



### Aestika Oryza Gunarto

#### SEVP Fixed Assets Management & Procurement

Indonesian citizens, born in Kendal, in 1970.  
Age 53 as of December 2022.  
Domicilie in Sleman.



#### EDUCATIONAL BACKGROUND

- Bachelor of Corporate Economics, Atma Jaya University, Yogyakarta (1994).
- Master of Marketing Management, Padjadjaran University Bandung (2005).



#### WORK EXPERIENCE

- Head of BRI Sorong Branch Office, Makassar Regional Office (2008-2010).
- Head of BRI Prabumulih Branch Office, Palembang Regional Office (2010-2011).
- Branch Manager BRI Balaraja Branch Office, Regional Office Jakarta 3 (January 2012-December 2012).
- Branch Manager of BRI Jakarta Mangga Dua Branch Office, Regional Office Jakarta 1 (2013-2014).
- Head of BRI Jakarta Jatinegara Branch (2014-2015).
- Acting Head of Directors Bureau, Corporate Secretary Division, Head Office (2015-2016).
- Deputy Head of Corporate Secretary Division at Head Office (2016-2019).
- Deputy Regional Leader for Business, Makassar Regional Office (2019).
- Deputy Regional Leader for Business, Semarang Regional Office (2019-2020).
- P.J. Executive Vice President, Corporate Secretary Division, Head Office (2020).
- Executive Vice President, Corporate Secretary Division, Head Office (2020-2023).
- SEVP Fixed Assets Management & Procurement (2023 – present).



#### LEGAL BASIS OF APPOINTMENT

BRI Directors Decree NOKEP: 1611 – DIR/HCB/08/2023 concerning Promotion as Senior Executive Vice President of the Fixed Assets Management & Procurement Directorate dated August 1, 2023.



#### TERM OF OFFICE

Starting from August 1, 2023 – SK for the next amendment Decree.



#### SHAREHOLDING

128,100 share



### I Nyoman Sugiri Yasa

#### SEVP Operations

Indonesian citizens, born in Bali, in 1977.  
Age 46 as of December 2022.  
Domicilie in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Mathematics, Bogor Agricultural Institute (2000).
- MBA, University Of Rochester, USA (2010).



#### WORK EXPERIENCE

- Acting Group Head of Head Office IT Planning & Development Division (2012-2013).
- Group Head of Head Office IT Planning & Development Division (2013-2015).
- Acting, Deputy Head of Head Office IT Planning & Development Division (2015-2016).
- Deputy Head of Head Office IT Planning & Development Division (2016-2018).
- Acting Head of the Head Office Technology Cooperation Division (2018-2019).
- Head of Head Office Technology Cooperation Division (2019).
- Head of Application Management & Operation Division at Head Office (2019-2020).
- Executive Vice President Application Management & Operation Head Office (2020-2023)
- SEVP Operations (2023 – present).



#### LEGAL BASIS OF APPOINTMENT

BRI Directors Decree NOKEP: 1610 – DIR/HCB/08/2023 concerning Promotion as Senior Executive Vice President of the Operations Directorate.



#### TERM OF OFFICE

Starting from August 1, 2023 – SK for the next amendment Decree.



#### SHAREHOLDING

803,684 share





### Steven Augustino Yudiyantho

#### SEVP Human Capital Strategy

Indonesian citizens, born in Tanjung Pinang, in 1973.

Age 50 as of December 2022.

Domicilie in Jakarta.



#### EDUCATIONAL BACKGROUND

- Bachelor of Management, Gadjah Mada University, Yogyakarta (1996)
- Master of Management, Ipmi College of Management (2001).



#### WORK EXPERIENCE

- Organization Capability Manager Indonesia Procter & Gamble (1999 – 2002).
- Sales Consultant AchieveGlobal (2002 – 2004).
- Indonesia - Client Professional Resources Dunamis Organization Services (2004 – 2006).
- Group Learning Head PT Bank Danamon Indonesia (2006 – 2009).
- Head of Learning & Development Barclays Bank (2009 – 2010).
- Head of Organization and People Development Bank Permata (2010 – 2013).
- Director of Learning Danone (2013 – 2016).
- Director of Organizational Development Danone (2016 – 2017).
- HR BP Director Danone Aqua (2017 – 2018).
- Chief Learning Officer BUMN Leadership & Management Institute (2021 – 2023).
- Chief Learning Officer Mandiri University (2019 – 2021).
- Senior VP Human Capital Strategy & Talent Management (2018 – 2023).
- SEVP Human Capital Strategy (2023 – present).



#### LEGAL BASIS OF APPOINTMENT

Employment agreement No. B.1538-HCD/HDR/11/2023, dated November 20, 2023.



#### TERM OF OFFICE

Starting from December 1, 2023 – SK for the next amendment Decree.



#### SHAREHOLDING

28,500 share

## Echelon 1 and BRI Working Units

Work Unit Leader	Work Unit	Work Unit Leader	Work Unit
<b>Division Head</b>			
Agustya Hendy Bernadi	Corporate Secretary Division	Dewi Andjarsari	Card, Digital & Assets Product Development Division
Mochamad Choliq	Institutional Business Division	Martua Hanry K Panggabean	Wealth Management Division
Teguh Tofani	Energy & Mining Division	Ninis Indriswari	Consumer Sales Management Division 1
Iman Nuraprianto	Infrastructure, Transportation, Oil & Gas Division	R.Madya Januar	Consumer Sales Management Division 2
Novita Svetlyana Hasanudin	Transaction Banking Division	Ardhi Setyarko	Micro Business Development Division
Trihartono	Non-Bank Syndication & FI Division	Fita Arisanti	Micro Sales Management Division
Woro Dwi Wuryandari	International Business Division	Evi Sulistyowati	Social Entrepreneurship & Incubation Division
Arie Sus Miyanti	Investment Services Division	Dani Wildan	Ultra Micro Business Division
Itang Rusdinar	Treasury Business Division	Windriyo Aribowo	BRILink Business Division
Nurul Intan	Agribusiness Division	Ivan Amirudin	Distribution Network Division
Adhi Pratama	Manufacturing & Property Division	Berlian Ferra Herawati	Service & Contact Center Division
Natalia Veronica	Value Chain & Assets Product Development Division	Andreas Hassim	Funding & Retail Payment Strategy Division
Dani Alfianto	Small & Medium Sales Management Division 1	Dhoni Ramadi Saharto Putra	Funding & Retail Payment Sales Management Division
Ganang Imam W.	Small & Medium Sales Management Division 2	Vacant	Funding & Retail Payment Sales Management Division 2



Work Unit Leader	Work Unit
Shinta Indriyat	IT Strategy & Governance Division
Revan Hadi	Application Management & Operations Division
Kaspar Situmorang	Digital Banking Development & Operations Division
Maulana Yusuf	Enterprise Data Management Division
Yusron Avivi	IT Infrastructure & Operations Division
Muharto	Information Security Division
Andini Nauli Nasution	Payment Operations Division
Asep Nurdin	Credit Operations Division
Ety Yuniarti	Market, Portfolio & Enterprise Risk Division
Nugroho Ari Bawono	Credit & Product Risk Policy Division
Dodo Marjanto	Operational Risk Division
Nugroho Pancayogo	Digital Risk Division
Harry Gusti Utama	Wholesales Credit Risk Analyst Division
Vacant	Credit Restructuring & Recovery Division
Carang Thombara Putra	Human Capital Strategy & Policy Division
Issuhersatyo	Human Capital Development Division
M. Dadang Permana KF	Human Capital Business Partner Division
Vacant	BRI Corporate University
A. Eddy Tri Wibowo	Planning, Budgeting & Performance Management Division
Yulianto Setiawan	Financial & Management Accounting Division
Vacant	Investor Relations Division
Sahat Pangabahan Pangaribuan	Subsidiary Management Division
Indah Bayuwijayanti	Project Management Office Division
Vacant	Change Management Division
Abd. Wahid Wijaya	Culture Transformation Division
Kris Hananto	Compliance Division
Koes Hariyono	Legal Division
Kusnandar Nurgraha	Policy & Procedure Division
Yosephine Ajeng Sekar Putih	Environmental, Social & Governance Division
Sukengsi Hari Slamet	Fixed Assets Management & Procurement Policy Division
Syafri Rakhmat	Procurement & Logistics Operations Division
Roma Jaka Permata Simanjuntak	Marketing Communication Division
Bangkit Ngabdianto	Audit Standards & Quality Development Division
Donny Permana	Head of Audit Office
Nurcholishiana Choirunnisa	Desk Asset & Liabilities Management
Gibbon Mardame Parsaoran Tamba	Desk Operational Excellence
Heddi Sabara	Special Investigation Audit

Work Unit Leader	Work Unit
Regional CEO	
Bernadi Kurniawan	Regional Office Bandar Lampung
Sadmiadi	Regional Office Bandung
Novian Supriatno	Regional Office Banjarmasin
Recky Plangiten	Regional Office Denpasar
Yodi Herzaman	Regional Office Jakarta 1
Suyitno	Regional Office Jakarta 2
Nazaruddin	Regional Office Jakarta 3
Hery Noercahya	Regional Office Jayapura
Hendra Winata	Regional Office Makassar
Mochammad Suratin	Regional Office Malang
Luthfi Iskandar	Regional Office Manado
Aris Hartanto	Regional Office Medan
Moh. Harsono	Regional Office Padang
Kusdinar Wiraputra	Regional Office Palembang
Kicky Andrie Davetra	Regional Office Pekanbaru
Hari Basuki	Regional Office Semarang
Setiyarta	Regional Office Surabaya
John Sarjono	Regional Office Yogyakarta
Arief Wibowo	Special Branch Office

Work Unit Leader	Work Unit
Regional Chief Audit	
Gito Wardoyo	Regional Audit Office Bandar Lampung
Arie Wibowo	Regional Audit Office Bandung
Narto Laksono	Regional Audit Office Banjarmasin
Roland Hutagalung	Regional Audit Office Denpasar
Djoko Purwanto	Regional Audit Office Jakarta 1
Mohamad Fikri Satriawan	Regional Audit Office Jakarta 2
Agus Firmansyah	Regional Audit Office Jakarta 3
Yudi Amiarno	Regional Audit Office Jayapura
Wahju Hidajat	Regional Audit Office Makassar
Rustam Maulana	Regional Audit Office Malang
Isman Ardiana	Regional Audit Office Manado
Zainuddin Thalib Burutu	Regional Audit Office Medan
Dhewayani Widayarsi	Regional Audit Office Padang
Edi Setiawan	Regional Audit Office Palembang
Emiliana Ririn Purworini	Regional Audit Office Pekanbaru
Dewi Hestiningrum S	Regional Audit Office Semarang
Fajar Prasetyo	Regional Audit Office Surabaya
Endah Nurhayati	Regional Audit Office Yogyakarta

# Employee Profile

## Number of Employees by Gender

Table of Number of Employees by Gender

(in units of people)

Gender	2023	2022
Women	30,477	28,324
Men	47,262	46,411
<b>Amount</b>	<b>77,739</b>	<b>74,735</b>

## Number of Employees by Position Level

Table of Number of Employees by Position Level

(in units of people)

Position Level	2023			2022		
	Women	Men	Total	Women	Men	Total
Senior Executive Vice President	1	6	7	1	3	4
Executive Vice President	6	26	32	5	30	35
Senior Vice President	20	58	78	16	54	70
Vice President	31	148	179	27	166	183
Assistant Vice President	322	1,090	1,412	292	1,004	1,296
Senior Manager	744	2,013	2,757	753	2,066	2,819
Manager	994	3,516	4,510	893	3,359	4,252
Junior Manager	5,434	10,586	16,020	4,504	9,288	13,792
Associates	22,925	29,819	52,744	21,833	30,451	52,284
<b>Amount</b>	<b>30,477</b>	<b>47,262</b>	<b>77,739</b>	<b>28,324</b>	<b>46,411</b>	<b>74,735</b>

## Number of Employees by Age Range

Table of Number of Employees by Age Range

(in units of people)

Age Range	2023			2022		
	Women	Men	Total	Women	Men	Total
20 – 24	3,340	1,465	4,805	113	120	233
25 – 29	7,120	6,879	13,999	4,644	4,455	9,099
30 – 34	7,139	14,616	21,755	9,499	15,923	25,422



Age Range	2023			2022		
	Women	Men	Total	Women	Men	Total
35 – 39	6,926	13,571	20,497	7,631	14,272	21,903
40 – 44	2,849	5,472	8,321	2,942	5,636	8,578
45 – 49	1,362	2,677	4,039	1,414	2,784	4,198
50 – 54	1,414	2,031	3,445	1,453	2,106	3,559
> 54	327	551	878	628	1,115	1,743
<b>Amount</b>	<b>30,477</b>	<b>47,262</b>	<b>77,739</b>	<b>28,324</b>	<b>46,411</b>	<b>74,735</b>

## Number Of Employees By Education Level

Table of Number of Employees by Education Level

(in units of people)

Education Level	2023			2022		
	Women	Men	Total	Women	Men	Total
≤ High School / Equivalent	640	509	1,149	441	605	1,889
Diploma	4,026	4,701	8,727	3,935	5,026	11,106
Bachelor Degree	25,334	40,745	66,079	23,523	39,615	75,001
Master Degree	477	1,297	1,774	425	1,159	1,679
Doctorate Degree	-	10	10	-	6	6
<b>Amount</b>	<b>30,477</b>	<b>47,262</b>	<b>77,739</b>	<b>28,324</b>	<b>46,411</b>	<b>74,735</b>

## Number of Employees by Status

Table of Number of Employees by Status

(in units of people)

Employment Status	2023			2022		
	Women	Men	Total	Women	Men	Total
Permanent Employee	20,209	39,875	60,084	19,913	40,296	60,209
Contract Employee	10,072	7,135	17,207	8,326	6,021	14,347
Trainee	196	252	448	85	94	179
<b>Amount</b>	<b>30,477</b>	<b>47,262</b>	<b>77,739</b>	<b>28,324</b>	<b>46,411</b>	<b>74,735</b>

## Number of Employees by Generation

Table of Number of Employees by Generation

(in units of people)

Generation	2023			2022		
	Women	Men	Total	Women	Men	Total
Baby Boomers	1	7	8	34	56	90
Gen X	4,306	7,370	11,676	5,779	10,309	16,088
Millennials	19,222	35,729	54,951	20,477	34,413	54,890
Gen Z	6,948	4,156	11,104	2,034	1,633	3,667
<b>Amount</b>	<b>30,477</b>	<b>47,262</b>	<b>77,739</b>	<b>28,324</b>	<b>46,411</b>	<b>74,735</b>

## Number of Employees by Service Period

Table of Number of Employees by Period of Service

(in units of people)

Service Period	2023			2022		
	Women	Men	Total	Women	Men	Total
< 3	11,862	10,312	22,174	8,006	8,133	16,139
3 – 5	4,060	6,398	10,458	5,226	7,009	12,235
6 – 10	7,988	18,633	26,621	8,516	19,643	28,159
11 – 15	1,340	3,721	5,061	925	2,700	3,625
16 – 20	2,284	3,621	5,905	2,626	4,157	6,783
21 – 25	957	1,785	2,742	999	1,959	2,958
26 – 30	1,192	1,923	3,115	1,053	1,571	2,624
> 30	869	794	1,663	973	1,239	2,212
<b>Amount</b>	<b>30,477</b>	<b>47,262</b>	<b>77,739</b>	<b>28,324</b>	<b>46,411</b>	<b>74,735</b>

## Main and Controlling Shareholders

BRI's Major and Controlling Shareholder was the Government of the Republic of Indonesia through a portion of ownership of 53.19% including Series A Dwiwarna shares. Thus, there were no individual controlling shareholders either directly or indirectly.





# Shareholder's Composition

Shareholder composition is presented as follows:

Table of BRI Shareholder Composition as of January 1, 2023

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	80,610,976,876	53,19%
Public	343,335	70,948,024,728	46,81%
National Investor	340,822	16,788,947,722	11,08%
Individual	334,173	2,957,104,958	1,95%
Employee	5,677	17,554,870	0,01%
Regional government	1	1,590,000	0,00%
Bank	5	574,143,452	0,38%
Cooperative	15	5,499,904,523	3,63%
Foundatuion	36	310,006,083	0,20%
Pension Fund	134	1,639,299,706	1,08%
Insurance	172	2,984,495,074	1,97%
Limited company	276	178,668,823	0,12%
Mutual Fund	332	2,626,166,733	1,73%
Government cooperation	1	13,500	0,00%
Foreign Investor	2,513	54,159,077,006	35,73%
Individual	276	38,136,330	0,03%
Foreign corporation	2,237	54,120,940,676	35,71%
<b>Total</b>	<b>343,336</b>	<b>151,559,001,604</b>	<b>100%</b>

Table of BRI Shareholder Composition as of December 31, 2023

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	80,610,976,876	53,19%
Public	331,957	70,948,024,728	46,81%
National Investor	329,185	15,538,643,828	10,25%
Individual	322,718	2,798,628,116	1,85%
Employee	5,448	17,283,092	0,01%
Regional government	1	1,590,000	0,00%
Bank	8	838,354,851	0,55%
Cooperative	16	5,503,290,123	3,63%
Foundatuion	42	264,200,118	0,17%
Pension Fund	139	1,828,768,004	1,21%
Insurance	185	2,143,287,956	1,41%
Limited company	312	152,925,873	0,10%

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Mutual Fund	316	1,990,315,695	1,31%
Government cooperation	0	0	0,00%
Foreign Investor	2,772	55,409,380,900	36,56%
Individual	369	38,489,189	0,03%
Foreign corporation	2,403	55,370,891,711	36,53%
<b>Total</b>	<b>331,958</b>	<b>151,559,001,604</b>	<b>100%</b>

## The 20 Largest Shareholders' Composition

Table of Composition of BRI's 20 Largest Shareholders as of Januari 1, 2023

No,	Investor Name	Status	Number of Shares (shares)	Ownership
1,	NEGARA REPUBLIK INDONESIA	Republic of Indonesia	80,610,976,876	53,19%
2,	INDONESIA INVESTMENT AUTHORITY	Cooperative	5,498,021,834	3,63%
3,	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	Foreign Corporation	1,926,254,135	1,27%
4,	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	Foreign Corporation	1,146,412,800	0,76%
5,	JPMCB NA RE - VANGUARD EMERGING MARKETSTOCK INDEX FUND	Foreign Corporation	925,531,660	0,61%
6,	JPMCB NA RE-VANGUARD TOTAL INTERNATIONALSTOCK INDEX FUND	Foreign Corporation	919,373,647	0,61%
7,	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	Foreign Corporation	915,458,290	0,60%
8,	THE NT TST CO S/A FIDELITY INVESTMENT TRUST: FIDELITY SERIES EMERGING MARKETS OP	Foreign Corporation	744,588,939	0,49%
9,	DJS KETENAGAKERJAAN PROGRAM JHT	Pension Fund	715,513,114	0,47%
10,	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	Foreign Corporation	584,652,995	0,39%
11,	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA-2039845393	Foreign Corporation	573,267,855	0,38%
12,	JPMCB NA RE-JPMORGAN EMERGING MARKETS EQUITY FUND	Foreign Corporation	545,403,771	0,36%
13,	PT, PRUDENTIAL LIFE ASSURANCE - REF	Insurance	499,690,492	0,33%
14,	THE NORTHERN TRUST CO S/A CANTILLON FUNDS PLC	Foreign Corporation	493,401,169	0,33%
15,	CITIBANK NA-BANK RAKYAT INDONESIA	Foreign Corporation	492,113,500	0,32%
16,	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	Foreign Corporation	481,357,646	0,32%
17,	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUST	Foreign Corporation	477,243,527	0,31%
18,	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFDBOARD-2039927326	Foreign Corporation	464,428,883	0,31%
19,	PT, AXA MANDIRI FINANCIAL SERVICES S/A MANDIRI DYNAMIC EQUITY MONEY RUPIAH	Insurance	438,347,040	0,29%
20,	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL S	Foreign Corporation	415,683,909	0,27%

Table of Composition of BRI's 20 Largest Shareholders as of December 31, 2023

No,	Investor Name	Status	Number of Shares (shares)	Ownership
1,	NEGARA REPUBLIK INDONESIA	Republic of Indonesia	80,610,976,876	53,19%
2,	INDONESIA INVESTMENT AUTHORITY	Cooperative	5,498,021,834	3,63%



No.	Investor Name	Status	Number of Shares (shares)	Ownership
3,	CITIBANK SINGAPORE S/A GOVERNMENT OF SINGAPORE	Foreign Corporation	2,407,129,136	1,59%
4,	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	Foreign Corporation	1,023,446,958	0,68%
5,	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	Foreign Corporation	954,975,447	0,63%
6,	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	Foreign Corporation	948,514,960	0,63%
7,	JPMSE LUX RE UCITS CLT RE-JPMORGAN FUNDS	Foreign Corporation	937,262,700	0,62%
8,	JPMSE AMS RE AIF CLT RE-STICHTING DEPOSITARY APG EMERGING MARKETS EQUITY POOL	Foreign Corporation	777,845,432	0,51%
9,	DJS KETENAGAKERJAAN PROGRAM JHT	Pension Fund	722,513,114	0,48%
10,	THE NT TST CO S/A FIDELITY INVESTMENT TRUST: FIDELITY SERIES EMERGING MARKETS OPPORTUNITIES FUND	Foreign Corporation	623,075,239	0,41%
11,	STATE STREET BANK-ISHARES CORE MSCI EMERGING MARKETS ETF	Foreign Corporation	623,014,195	0,41%
12,	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA	Foreign Corporation	580,034,955	0,38%
13,	CITIBANK NEW YORK S/A GOVERNMENT OF NORWAY - 1	Foreign Corporation	504,559,046	0,33%
14,	CITIBANK NA-BANK RAKYAT INDONESIA	Foreign Corporation	497,384,200	0,33%
15,	THE NORTHERN TRUST CO S/A CANTILLON FUNDS PLC	Foreign Corporation	494,963,577	0,33%
16,	JP MORGAN SECURITIES PLC	Foreign Corporation	468,248,893	0,31%
17,	JPMCB NA RE-VANGUARD FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET IT II	Foreign Corporation	455,954,209	0,30%
18,	JPMCB NA RE - BLACKROCK INST TR CO N A INVESTMENT FDS FOR EMPLOYEE BENEFIT TRUSTS	Foreign Corporation	441,871,732	0,29%
19,	JPMCB NA RE-JPMORGAN EMERGING MARKETS EQUITY FUND	Foreign Corporation	408,730,371	0,27%
20,	BNYM RE BNYMLB RE BA GIFF POSITIVE CH FD-2039926720	Foreign Corporation	391,488,358	0,26%

## Composition of Shares Ownership of 5% or More

Table of Shareholder Composition of 5% or More BRI as of January 1, 2023

Investor Name	Number of Shareholders	Number of Shares (shares)	Ownership
Republic of Indonesia	1	80,610,976,876	53.19%

Table of Shareholder Composition of 5% or More BRI as of December 31, 2023

Investor Name	Number of Shareholders	Number of Shares (shares)	Ownership
Negara Republik Indonesia	1	80,610,976,876	53.19%

## Community Shareholders' Group Composition Holding Less than 5% of Shares

Table of Shareholders Composition Less than 5% of BRI as of Januari 1, 2023

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
<b>National Investor</b>			
Individual	334,173	2,957,104,958	1.95%
Employee	5,677	17,554,870	0.01%



Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
Regional government	1	1,590,000	0.00%
Bank	5	574,143,452	0.38%
Cooperative	15	5,499,904,523	3.63%
Foundation	36	310,006,083	0.20%
Pension Fund	134	1,639,299,706	1.08%
Insurance	172	2,984,495,074	1.97%
Limited company	276	178,668,823	0.12%
Mutual Fund	332	2,626,166,733	1.73%
Government corporation	1	13,500	0.00%
<b>Sub Total</b>	<b>340,822</b>	<b>16,788,947,722</b>	<b>11.08%</b>
<b>Foreign Investor</b>			
Individual	276	38,136,330	0.03%
Foreign corporation	2,237	54,120,940,676	35.71%
<b>Sub Total</b>	<b>2,513</b>	<b>54,159,077,006</b>	<b>35.73%</b>
<b>Total</b>	<b>343,335</b>	<b>70,948,024,728</b>	<b>46.81%</b>

Table of Shareholders Composition Less than 5% of BRI as of December 31, 2023

Public Share Ownership	Number of Shareholders	Number of Shares (shares)	Ownership
<b>National Investor</b>			
Individual	322.718	2.798.628.116	1.85%
Employee	5.448	17.283.092	0.01%
Regional government	1	1.590.000	0.00%
Bank	8	838.354.851	0.55%
Cooperative	16	5.503.290.123	3.63%
Foundation	42	264.200.118	0.17%
Pension Fund	139	1.828.768.004	1.21%
Insurance	185	2.143.287.956	1.41%
Limited company	312	152.925.873	0.10%
Mutual Fund	316	1.990.315.695	1.31%
Government corporation	0	0	0.00%
<b>Sub Total</b>	<b>329.185</b>	<b>15.538.643.828</b>	<b>10.25%</b>
<b>Foreign Investor</b>			
Individual	369	38.489.189	0.03%
Foreign corporation	2.403	55.370.891.711	36.53%
<b>Sub Total</b>	<b>2.772</b>	<b>55.409.380.900</b>	<b>36.56%</b>
<b>Total</b>	<b>331.957</b>	<b>70.948.024.728</b>	<b>46.81%</b>



## Board of Commissioners' and Directors' Shareholding

Table of Share Ownership of the Board of Commissioners and Board of Directors of BRI as of January 1, 2023

Name	Position	Number of Shares (shares)	Ownership
<b>Board of Director</b>			
Sunarso	President Director	2,398,156	0.00158%
Catur Budi Harto	Vice President Director	1,344,957	0.00089%
Supari	Director of Micro Business	2,423,114	0.00160%
Amam Sukriyanto	Director of Small & Medium Business	1,010,154	0.00067%
Handayani	Director of Consumer	2,958,600	0.00195%
Agus Winardono	Director of Human Capital	982,681	0.00065%
Viviana Dyah Ayu Retno	Director of Finance	996,200	0.00066%
Andrijanto	Director of Network and Service	734,200	0.00048%
Agus Sudiarto	Director of Risk Management	1,250,800	0.00083%
Agus Noorsanto	Director of Wholesale & Institutional	1,401,041	0.00092%
Arga M, Nugraha	Director of Digital & Information Technology	847,185	0.00056%
Ahmad Solichin Lutfiyanto	Director of Compliance	3,120,870	0.00206%
<b>Board of Commissioner</b>			
Kartika Wirjoatmodjo	President Commissioner	442,800	0.00029%
Rofikoh Rokhim	Vice President Commissioner/ Independent Commissioner	-	0.00000%
Heri Sunaryadi	Independent Commissioner	-	0.00000%
Rabbin Indrajad Hattari	Commissioner	398,400	0.00026%
Paripurna Poerwoko Sugarda	Independent Commissioner	-	0.00000%
Hendrikus Ivo	Independent Commissioner	-	0.00000%
Nurmaria Sarosa	Independent Commissioner	-	0.00000%
Dwi Ria Latifa	Independent Commissioner	-	0.00000%
Agus Riswanto	Independent Commissioner	-	0.00000%
Hadiyanto*	Commissioner	1,048,700	0.00069%

\* Stop serving since March 13, 2023

Table of Share Ownership of the Board of Commissioners and Board of Directors of BRI as of December 31, 2022

Name	Position	Number of Shares (shares)	Ownership
<b>Board of Director</b>			
Sunarso	President Director	3,234,856	0.00213%
Catur Budi Harto	Vice President Director	1,839,057	0.00121%
Supari	Director of Micro Business	2,890,914	0.00191%
Amam Sukriyanto	Director of Small & Medium Business	1,526,754	0.00101%
Handayani	Director of Consumer	3,425,200	0.00226%
Agus Winardono	Director of Human Capital	1,503,481	0.00099%
Viviana Dyah Ayu Retno	Director of Finance	1,512,800	0.00100%
Andrijanto	Director of Network and Service	1,123,000	0.00074%
Agus Sudiarto	Director of Risk Management	1,717,400	0.00113%

Name	Position	Number of Shares (shares)	Ownership
Agus Noorsanto	Director of Wholesale & Institutional	2,071,941	0.00137%
Arga M, Nugraha	Director of Digital & Information Technology	1,313,785	0.00087%
Ahmad Solichin Lutfiyanto	Director of Compliance	3,587,470	0.00237%
Board of Commissioner			
Kartika Wirjoatmodjo	President Commissioner	689,800	0.00046%
Rofikoh Rokhim	President Commissioner	-	-
Heri Sunaryadi	President Commissioner	-	-
Rabbin Indrajad Hattari	Commissioner	620,700	0.00041%
Paripurna Poerwoko Sugarda	President Commissioner	-	-
Hendrikus Ivo	President Commissioner	-	-
Nurmaria Sarosa	President Commissioner	-	-
Dwi Ria Latifa	President Commissioner	-	-
Agus Riswanto	President Commissioner	-	-
Awan Nurmawan Nuh	Commissioner	-	-

As of December 31, 2023, the Board of Commissioners and Directors of BRI did not have indirect share ownership,

## Senior Management Shares Ownership

Table of Senior Management Shares Ownership

Name	Number of Shares (shares)	Percentage (%)
Harsya Wardhana Prasetyo	744,500	0.0004912
Aestika Oryza Gunarto	128,100	0.0000845
Achmad Royadi	928,072	0.0006124
Triswahju Herlina	686,500	0.000453
Muhammad Candra Utama	1,263,128	0.0008334
I Nyoman Sugiri Yasa	803,684	0.0005303
Steven Augustino Y	28,500	0.0000188

As of December 31, 2023, BRI Senior Management does not have direct or indirect share ownership,

## Classification of Shareholders

Table of BRI Shareholder Classification as of December 31, 2023

Shareholder Classification	Number of Shareholders	Number of Shares (shares)	Ownership
Local Institution	1,020	93,333,709,496	61.58%
Foreign Institution	2,403	55,370,891,711	36.53%
Local Individual	328,166	2,815,911,208	1.86%
Foreign Individual	369	38,489,189	0.03%
<b>Total</b>	<b>331,958</b>	<b>151,559,001,604</b>	<b>100.00%</b>



# List of Subsidiaries, Associated Entities, and Joint Venture Companies

## Subsidiaries

<b>Independent Commissioner</b>	<b>PT Bank Raya Indonesia Tbk (Raya)*</b>
<b>Business Lines</b>	National Private Commercial Bank
<b>BRI Participation Date</b>	March 3, 2011
<b>Total assets</b>	IDR12,492,372 million
<b>Ownership (%)</b>	86.85%
<b>Commencing Operation, Status</b>	September 27, 1989/ Still Operating
<b>Address</b>	Menara BRILiaN, Jl. Jend. Gatot Subroto No. 177A, Tebet, Jakarta Selatan 12870 Telp : (021) 50931300 Faks : (021) 50931494 Email : humas@bankraya.co.id Web : www.bankraya.co.id
<b>Company Manager</b>	<b>Board of Commissioners</b>
	M. Sidik Heruwibowo                      President Commissioner
	Eko B. Supriyanto                            Independent Commissioner
	Johanes Kuntjoro Adi S.**                    Independent Commissioner
	Retno Wahyuni Wijayanti                    Independent Commissioner
	Achmad F.C. Barir                            Commissioner
	<b>Board of Directors</b>
	Ida Bagus Ketut Subagia                    President Director
	Bhimo Wikan Hantoro                        Director
	Rustarti Suri Pertiwi                         Director
Danar Widyantoro                            Director	
Dedy Hendrianto                              Director	

\*Previously named PT Bank Rakyat Indonesia Agroniaga Tbk (BRI Agro)

\*\* Waiting for Fit & Proper

<b>Company Name</b>	<b>BRI Global Financial Services Co. Ltd. (BRI Global Financial Services)*</b>	
<b>Business Lines</b>	Remittance Company	
<b>BRI Participation Date</b>	December 16, 2011	
<b>Total assets</b>	IDR24,232 million	
<b>Ownership (%)</b>	100.00%	
<b>Commencing Operation, Status</b>	April 7, 2005/Still Operating	
<b>Address</b>	Park Avenue Tower, Floor 12, Unit 12B, 5 Moreton Terrace, Causeway Bay, Hongkong Telp : (852) 35902875, (852) 34622810, (852) 34622684 WA Call Center (official) (852) 5185 6683 Faks :- Email : info@brchk.com, brc.support@brchk.com Web : www.brchk.com	
<b>Company Manager</b>	<b>Executive Management</b>	
	Wisnu Rimba Pratama	Non-Executive Director
		Executive Director

\*As of October 30, 2023, BRI Remittance Co. Ltd. changed its name to BRI Global Financial Services

<b>Company Name</b>	<b>PT Asuransi BRI Life (BRI Life)</b>	
<b>Business Lines</b>	Life Insurance Company	
<b>BRI Participation Date</b>	December 29, 2015	
<b>Total assets</b>	IDR23,678,043 million	
<b>Ownership (%)</b>	54.77%	
<b>Commencing Operation, Status</b>	October 28, 1987/Still Operating	
<b>Address</b>	Graha Irama Jl. H. R. Rasuna Said Blok X-1 Kav. 1 & 2, Jakarta Telp : (021) 526-1260, 526-1261 Faks :- Email : cs@brilife.co.id Web : www.brilife.co.id	
<b>Company Manager</b>	<b>Board of Commissioners</b>	
	Muhammad Syafri Rozi	President Commissioner
	Lau Soon Liang*	Commissioner
	Hari Siaga Amijarso	Independent Commissioner
	Ubaidillah Nugraha	Independent Commissioner
	Eko Wahyudi	Independent Commissioner
	<b>Board of Director</b>	
	I Dewa Gede Agung	Director
	Yosie William Iroth	Director
	Sutadi	Director
	Lim Chet Ming	Director
	<b>Sharia Supervisory Board</b>	
	KH. DR.Mohamad Hidayat, MBA, MH	Chairman
	M Ir. H. Agus Haryadi.AAAIJ, FIIS	Member
		Member

\* Waiting for Fit & Proper



<b>Company Name</b>	<b>PT BRI Multifinance Indonesia (BRI Finance)</b>
<b>Business Lines</b>	Financing Company
<b>BRI Participation Date</b>	December 7, 1983
<b>Total assets</b>	IDR9,057,071 million
<b>Ownership (%)</b>	99.88%
<b>Commencing Operation, Status</b>	December 7, 1983/Still Operating
<b>Address</b>	Menara BRILiaN Lantai 1, 21 dan 22 Jl. Gatot Subroto No. 177A Kav. 64, Menteng, Tebet, Jakarta Selatan 12870 Telp : (021) 574 5333 Faks : - Email : - Web : www.brifinance.co.id
<b>Company Manager</b>	<b>Board of Commissioners</b>
	Sigit Murtiyoso President Commissioner
	Dhoni Ramadi Commissioner
	Diah Defawati Ande * Independent Commissioner
	<b>Board of Director</b>
	Wahyudi Darmawan* President Director
	Primartono Gunawan Director
Ari Prayuwana Director	
Willy Halim Sugiarda Director	

\* Waiting for Fit & Proper

<b>Company Name</b>	<b>PT BRI Danareksa Sekuritas (BRI DS)</b>
<b>Business Lines</b>	Securities Companies in the field of Underwriters and Broker-Dealers
<b>BRI Participation Date</b>	December 21, 2018
<b>Total assets</b>	IDR1,059,172 million
<b>Ownership (%)</b>	67.00%
<b>Commencing Operation, Status</b>	July 1, 1992/Still Operating
<b>Address</b>	Gedung BRI II Lt. 23 Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210 Telp : (021) 50914100, (021) 1500688 Faks : - Email : callcenter@bridanareksasekuritas.co.id Web : www.BRIDanareksasekuritas.co.id
<b>Company Manager</b>	<b>Board of Commissioners</b>
	Achmad Royadi Commissioner
	R. Muhammad Irwan Independent Commissioner
	Donsuwan Simatupang Independent Commissioner
	<b>Board of Director</b>
	Laksono Widito President Director
	Fifi Virgantria Director
Hendra Hermawan Director	
Kevin Praharyawan Director	

Company Name	<b>PT BRI Ventura Investama (BRI Ventures)</b>	
Business Lines	Venture Capital Company	
BRI Participation Date	December 20, 2018	
Total assets	IDR2,672,050 million	
Ownership (%)	99.97%	
Commencing Operation, Status	Januari 22, 1998/Still Operating	
Address	District 8 Office, Prosperity Tower Lt. 16 Unit F, SCBD Lot 28 Jl. Jend Sudirman Kav 52-53 Senayan Kebayoran Baru Jakarta 12190 Telp : (021) 5092 8500 Faks :- Email :- Web : www.briventures.id	
Company Manager	<b>Board of Commissioners</b>	
	Ety Yuniarti	President Commissioner
	Henri*	Independent Commissioner
	Agoosh Yoosran	Independent Commissioner
	<b>Board of Director</b>	
	Nicko Widjaja	President Director
	Indra Bayu Gunawan	Director
Markus Liman Rahardja	Director	

\* Waiting for Fit &amp; Proper

Company Name	<b>PT BRI Asuransi Indonesia (BRI Insurance)</b>	
Business Lines	General Insurance Company	
BRI Participation Date	September 26, 2019	
Total assets	IDR6,465,609 million	
Ownership (%)	90.00%	
Commencing Operation, Status	April 17, 1989/Still Operating	
Address	Graha BRI Insurance Jl. Mampang Prapatan Raya No. 18 Jakarta Selatan 12790 Telp : (021) 791 70477/78 Faks :- Email : info@work.brins.co.id Web : www.brins.co.id	
Company Manager	<b>Board of Commissioners</b>	
	Kris Hananto	President Commissioner
	Ayahanita K	Independent Commissioner
	<b>Board of Director</b>	
	Rahmat Budi Legowo	President Director
	Sony Harsono W.S.	Director
	Heri Supriyadi	Director
	Ade Zulfikar	Director
	<b>Sharia Supervisory Board</b>	
Hj. Nilmayetty Yusri	Chairman	
Abdul Ghoni	Member	



<b>Company Name</b>	<b>PT Pegadaian</b>	
<b>Business Lines</b>	Pawn Company	
<b>BRI Participation Date</b>	September 13, 2021	
<b>Total assets</b>	IDR82,151,803 million	
<b>Ownership (%)</b>	99.99%	
<b>Commencing Operation, Status</b>	April 1,1901/Still Operating	
<b>Address</b>	Jl. Kramat Raya No.162, Kenari Senen, Jakarta Pusat Telp : (021) 3155550 Faks : (021) 80635162 Email : - Web : www.pegadaian.co.id	
<b>Company Manager</b>	<b>Board of Commissioners</b>	
	Loto Srinaita Ginting	President Commissioner
	Umiyatun Hayati T.	Commissioner
	Sudarto	Commissioner
	Makmur Keliat	Independent Commissioner
	Rini Widyantini	Commissioner
	Nezar Patria	Independent Commissioner
	Yudi Priambodo P.	Independent Commissioner
	<b>Board of Director</b>	
	Damar Latri Setiawan	President Director
	Elvi Rofiqotul Hidayah	Director
	Eka Pebriansyah	Director
	Teguh Wahyono	Director
	E.R.A Taufiq	Director
	Ferdian Timur Satyagraha	Director
	Gunawan Sulisty	Director
	Udin Salahudin	Director
	<b>Sharia Supervisory Board</b>	
	Muhammad Cholil Nafis	Chairman
	Muhammad Asrorun Ni'am Sholeh	Member



Company Name	<b>PT Permodalan Nasional Madani (PNM)</b>	
Business Lines	Financing Company	
BRI Participation Date	September 13, 2021	
Total assets	IDR51,106,905 million	
Ownership (%)	99.99%	
Commencing Operation, Status	Juni 1, 1999/Still Operating	
Address	Menara PNM - Kuningan Center Jl. Kuningan Mulia Karet Kuningan Jakarta 12940 Telp : (021) 2511404 Faks :- Email : info@pnm.co.id Web : www.pnm.co.id	
Company Manager	<b>Board of Commissioners</b>	
	Arif Rahman Hakim	President Commissioner
	Nurhaida	Independent Commissioner
	Veronica Colondam	Independent Commissioner
	Parman Nataatmadja	Commissioner
	Iwan Taufiq Purwanto	Commissioner
	<b>Board of Director</b>	
	Arief Mulyadi	President Director
	Prasetya Sayekti	Director
	Sunar Basuki	Director
	<b>Sharia Supervisory Board</b>	
Didin Hafidhuddin	Chairman of the Sharia Supervisory Board	
Muhammad Syafii Antonio	Member of the Sharia Supervisory Board	

Company Name	<b>PT BRI Manajemen Investasi (BRI MI)</b>	
Business Lines	Securities Company in Investment Manager	
BRI Participation Date	December 20, 2018	
Total assets	IDR288,820 million	
Ownership (%)	65.00%	
Commencing Operation, Status	October 9, 1992/Still Operating	
Address	Gedung BRI II Lantai 22 Jl. Jenderal Sudirman Kav. 44-46 Jakarta 10210 Telp : (021) 29555789 Faks : (021) 25198 003 Email : cs@danareksainvestment.co.id Web : www.danareksainvestment.co.id	
Company Manager	<b>Board of Commissioners</b>	
	Tri Hartono	President Commissioner
	Kahlil Rowter	Independent Commissioner
	<b>Board of Director</b>	
	Ira Irmalia Sjam	Director
	Upik Susiyawati	Director



## Associate Company

Company Name	<b>PT Bahana Artha Ventura (BAV)</b>
Business Lines	Venture Capital Company
BRI Participation Date	November 21, 2017
Total assets	IDR1,642,983 million
Ownership (%)	15.10%
Commencing Operation, Status	August 5,1992/Still Operating
Address	Wisma Prima Lantai 5 Jl. Kapten P. Tendean No. 34, Jakarta Selatan 12790 Telp : (021) 79182688 Faks : (021) 7918 2687 Email : - Web : www.bahanaventura.com

Company Name	<b>PT Kustodian Sentral Efek Indonesia (KSEI)</b>
Business Lines	Securities Settlement Institute
BRI Participation Date	December 5, 1997
Total assets	IDR3,725,101 million
Ownership (%)	3.00%
Commencing Operation, Status	November 11, 1998,/ Still Operating
Address	Gedung Bursa Efek Jakarta Tower I, 5 <sup>th</sup> Floor Jl. Jend Sudirman Kav. 52-53, Jakarta 12190 Telp : (021) 5152855 Faks : (021) 5299 1199 Email : helpdesk@ksei.co.id Web : www.ksei.co.id

Company Name	<b>PT Pemeringkat Efek Indonesia (Pefindo)</b>
Business Lines	Securities Rating Company
BRI Participation Date	June 15, 1995
Total assets	
Ownership (%)	0.18%
Commencing Operation, Status	December 21, 1993/ Still Operating
Address	Panin Tower Senayan City, 17 <sup>th</sup> Floor Jl. Asia Afrika Lot. 19, Gelora, Jakarta 12220 Telp : (021) 50968469 Faks : (021) 50968468 Email : corporate.secretary@pefindo.co.id Web : www.pefindo.com

Company Name	PT Bank Syariah Indonesia Tbk. (BSI)
Business Lines	Sharia Commercial Bank
BRI Participation Date	December 19, 2007
Total assets	IDR326,852,260 million
Ownership (%)	15.38%
Commencing Operation, Status	October 16, 2008/ Still Operating Note: As of February 1, 2021, Effectively joining Bank Syariah Mandiri and BNI Syariah to become Bank Syariah Indonesia (BSI)
Address	Kantor Pusat Gedung The Tower Jl. Gatot Subroto No. 27 Kelurahan Karet Semanggi, Kecamatan Setiabudi, Jakarta Selatan 12930 Telp : BSI Call – 14040 Faks : - Email : contactus@bankbsi.co.id Web : www.bankbsi.co.id

## Joint Venture Company

As of December 31, 2023, BRI did not have a Joint Venture Company.



# Company Group Structure



## Associate Company



\* Includes treasury stock of 0.51%

Until 2023, BRI does not have a Parent Entity, Joint Venture and Special Purpose Vehicle (SPV).

## Bank Business Group Information

BRI has 10 (ten) Subsidiaries, which is BRI's ownership in the Subsidiaries is more than 50%. BRI as the majority shareholder has the right to nominate members of the Board of Directors and Board of Commissioners of Subsidiaries, with details as follows:

No	Name of Company	Nomination Rights
1.	PT Bank Raya Indonesia Tbk.	BRI has the right to nominate candidates for the Board of Directors and the Board of Commissioners.
2.	PT Pegadaian	Based on the Special Power of Attorney of the Minister of SOEs No. SKK – 87/ MBU/09/2021 dated September 13, 2021, BRI may submit proposals for Board of Directors candidates and Board of Commissioners candidates.
3.	PT Permodalan Nasional Madani	Based on the Special Power of Attorney of the Minister of SOEs No. SKK – 87/ MBU/09/2021 dated September 13, 2021, BRI may submit proposals for Board of Directors candidates and Board of Commissioners candidates.
4.	PT Asuransi BRI Life	Based on the PT Asuransi BRI Life Shareholders Agreement, BRI has the right to nominate the President Director, Compliance & Legal Director and Marketing Director. Furthermore, BRI has the right to nominate the President Commissioner and 2 (two) Independent Commissioners.
5.	PT BRI Asuransi Indonesia	BRI has the right to nominate for Board of Directors candidates and Board of Commissioners candidates.
6.	PT BRI Danareksa Sekuritas	Based on the Shareholder Agreement between BRI and PT Danareksa (Persero), BRI has the right to nominate the President Director, Director of Operations, Finance & Risk Management and Director of Institutional & Retail Capital Market. Furthermore, BRI has the right to nominate the President Commissioner and 1 (one) Independent Commissioner.
7.	PT BRI Multifinance Indonesia	BRI has the right to nominate for Board of Directors candidates and Board of Commissioners candidates.
8.	PT BRI Ventura Investama	BRI has the right to nominate for Board of Directors candidates and Board of Commissioners candidates.
9.	BRI Global Financial Services	BRI has the right to nominate for Executive Director candidates and Non Executive Director candidates.
10.	PT BRI Manajemen Investasi	Based on the Shareholders Agreement between BRI and PT BRI Manajemen Investasi BRI owned the right to nominate the President Director, Director of Finance. Furthermore, BRI had the right to nominate a President Commissioner and 1 (one) Independent Commissioner.

In relation to the composition of the Management of BRI's Subsidiaries, there are 4 (four) Managers at BRI's Subsidiaries who currently also serve at BRI, namely as follows:

No	Name of Company	Name	Position at BRI	Position at Subsidiary Company
1.	PT BRI Asuransi Indonesia	Kris Hananto	Division Head Compliance	President Commissioner
2.	PT BRI Ventura Investama	Ety Yuniarti	Division Head MPE	President Commissioner
3.	PT BRI Danareksa Sekuritas	Achmad Royadi	SEVP Treasury & Global Service	President Commissioner
4.	BRI Global Financial Services	Wisnu Rimba Pratama	Chief Representative	Non - Executive Director
5.	PT BRI Multifinance Indonesia	Dhoni Ramadi	Division Head Retail Payment	Commissioner
6.	PT BRI Manajemen Investasi	Tri Hartono	Division Head SJK	President Commissioner



# Stock Issuance Chronology

## 2003 INITIAL PUBLIC OFFERING (IPO)

BRI exercised Initial Public Offering on 31 October 2003 with a total of 3.811.765.000 Registered Ordinary Shares Series B to domestic and foreign investors. The total shares was a divestment of 2.047.060.000 shares of the Republic of Indonesia and 1.764.705.000 shares issued from the portfolio.

The initial public offering was in accordance with the effective registration statement issued by Bapepam - now OJK (Letter of Bapepam Chairman No. S-2646/ PM/2003) dated 31 October 2003. The shares were offered at a nominal value of Rp500.00 per share. traded on 10 November 2003. with offering price of IDR875.00 (Rp87.50 adjusted with stock split in 2011 and 2017) and registered in Jakarta Stock Exchange (now Indonesia Stock Exchange).

Following the initial public offering, BRI issued two types of shares: Golden Shares Series A and Ordinary Shares Series B. Golden Shares Series A are issued and owned by the Republic of Indonesia and are not transferable to any parties.

On 10 November 2003 BRI exercised oversubscription option of 381.176.000 Ordinary Shares Series B of the Republic of Indonesia (divestment) and over-allotment option of 571.764.000 Ordinary Shares Series B of the Republic of Indonesia (divestment) on 3 December 2003. The divestment was listed at the Jakarta Stock Exchange (now Indonesia Stock Exchange).

## 2011 STOCK SPLIT 1:2

Based on the Bank's Extraordinary General Meeting of Shareholders ("EGMS") held on 24 November 2011, the shareholders have approved to exercise a stock split from previously Rp500 per share to Rp 250 per share (Ratio 1:2). The share price prior to stock split on 10 January 2011 was Rp9.300.00 and changed to Rp4.800 at the closing of trading on 11 January 2011. With such stock split, the total shares outstanding prior to the stock split was 12.334.581.000 shares and at the stock split was 24.669.162.000 shares as of 11 January 2011. There was no changes on the shares ownership composition by the Government or Public prior to and after the stock split.

### Stock Split in 2011

Description	Shareholders (Total Shares Outstanding)					Total Shares Outstanding
	Government		Public		Nominal	
	Number of (shares)	%	Number of (shares)	%	IDR	
Before Stock Split	7,000,000,000	56.75	5,334,581,000	43.25	500	12,334,581,000
After Stock Split	14,000,000,000	56.75	10,669,162,000	43.25	250	24,669,162,000

## 2004-2010 SHARE OWNERSHIP PROGRAM FOR MANAGEMENT (MANAGEMENT STOCK OPTION PROGRAM)

Based on the Extraordinary General Meeting of Shareholders' decision on October 3, 2003, BRI's shareholders approved the stock purchase options for management or Management Stock Option Plan (MSOP). The number of shares issued in BRI's MSOP was 588.235.250. The implementation of the MSOP was carried out in three phases with the MSOP Phase I and II exercise periods ended on November 9, 2008 and November 9, 2009, while the Phase III MSOP ended on November 9, 2010.

The three stages of MSOP refer to Bapepam-LK Regulation No. IX.D.4 and IDX Regulation No.1-A Lamp. JSE Board of Directors Decree No. Kep.305/BEJ/07-2004 concerning Securities Listing. MSOP shares that have been exercised until the end of all MSOP stages are 569.876.000 shares. Until the end of the exercise period, there were still 18.3 million non-exercised shares consisting of 4.3 million MSOP Phase I, 5.2 million MSOP Phase II and 8.8 million MSOP Phase III shares. With the end of the MSOP exercise in 2010, the composition of government share ownership changed from 59.07% in 2004 to 56.75% in 2010.

**2015-2016 STOCK BUY-BACK**

BRI exercised stock buyback during 3 months, from 12 October 2015 until 12 January 2016 with a total purchase of 221.718.000 shares at an acquisition price of Rp2.419 trillion. The initial target of buyback was planned at Rp2.5 trillion provided that the number of BRI shares buyback does not exceed 20% of the total paid-up capital and at least 7.5% of paid-up capital. Following the BRI's IPO and oversubscribed as well as allocated options, the Government of Republic of Indonesia holds 59.50% shares of BRI.

**Stock Buy Back in 2015-2016**

Total Number of shares	Average Purchase Price	Increase in Earnings per Share
221,718,000 shares	Rp10,910/ shares	Rp9.5/ shares

Note: before stock split 1:5

In performing the stock buyback and/or bonds, the Bank complies with the prevailing external regulations, among others:

- Law No. 40 of 2007 on Limited Liability Company.
- OJK Regulation No. 2/POJK.04/2013 on Stock Buyback by Issuers or Public Companies in Significantly Fluctuating Market Conditions.
- OJK Circular No. 22/SEOJK.04/2013 on Other Conditions as Significantly Fluctuating Market Conditions of Stock Buyback by Issuers or Public Companies in Significantly Fluctuating Market Conditions.
- Bank Indonesia Regulation No. 15/12/DASP/2013 regarding the Procedures for the Auction of Government Securities in the Primary Market and the Administration of Government Securities.

The source of buyback funds was the Bank's internal cash and there was an assurance that the funds would not impact the Bank's financial condition required to finance its activities. All buy back transactions have been administered to the OJK on 13 January 2016. The buyback shares are planned to be used the Management/Employee Share Ownership Program.

**2017 STOCK SPLIT 1:5**

Berdasarkan Pursuant to the Extraordinary General Meeting of Shareholders ("EGMS") held on 18 October 2017, the shareholders approved a stock split from IDR250 per shares previously to IDR50 per shares (Ratio 1:5). The share price prior to stock split on 9 November 2017 was IDR16.450 and were changed to IDR3.280 at the closing of trading on 10 November 2017. Thus, the total shares outstanding prior to the stock split was 24.669.162.000 shares and at the stock split was 123.945.810.000 shares as of 10 November 2017. There were no changes on the shares' ownership composition by the Government or Public prior to and after the stock split. The shares listing chronology in relation with this corporate action are as follow:

**Stock Split in 2017**

Description	Shareholders (Total Shares Outstanding)					Total Shares Outstanding
	Government		Public		Nominal	
	Number of (shares)	%	Number of (shares)	%	IDR	
Before Stock Split	14,000,000,000	56.75	10,669,162,000	43.25	250	24,669,162,000
After Stock Split	70,000,000,000	56.75	53,345,810,000	43.25	50	123,345,810,000

**2019 EMPLOYEE STOCK OPTION PROGRAM/ESOP**

Pursuant to the GMS Resolution dated 23 March 2016, Agenda 5 stated the Approval of transfer of shares from shares buy-back that recorded as treasury stock, which was carried out for the Management and Employee Stock Ownership Program as well as the power of attorney and grant of authority to the Board of Commissioners to set such Program following the written approval of Shareholders series A Dwiwarna, including by taking into account the Letter of SOE Ministry regarding the support on the implementation of BRI Employee Stock Ownership Program (ESOP). In 2019 BRI has carried out the ESOP. The share ownership program in the form of an ESA which began to be distributed in 2019 is a program for granting a number of Company shares to Participants according to the stipulated Grant and Vesting requirements. During the 2019 period, the Company has delegated shares of the share ownership program in the form of Stage 1 ESA Allocation of approximately 143.000.000 shares to BRI Employees who meet the requirements. The use of stock treasury for ESOP has been reported to the OJK on May 2019.



## 2020 EMPLOYEE STOCK OPTION PROGRAM/ESOP

In 2020, BRI implemented the distribution of the Employee Stock Allocation (ESA) share ownership program with a total of 231.111.000 shares, consisting of ESA Phase 1 of 4.396.700 shares and ESA Phase 2 of 226.714.300 shares.

## 2020 BUYBACK

In 2020, BRI exercised a share buyback as a response to OJK's policy in reducing market conditions that significantly fluctuate due to the COVID-19 pandemic. The share buyback was carried out in stages over the period of 13 March 2020 to 12 June 2020. As of 12 June 2020, BRI had bought 16.400.000 shares (par value of Rp50 - in full Rupiah - per share) at an acquisition price of Rp47.254.000.000 with an average buying price of Rp2.881.34. Currently, the remaining treasury stock was 750.463.500 shares.

## 2021 RIGHT ISSUE

On September 13, 2021 – September 22, 2021, PT Bank Rakyat Indonesia (Persero) Tbk. conducted Rights Issue or Capital Increase with Pre-emptive Rights (“PMHMETD”) I in the context of forming Ultra Micro Holding consisting of PT Pegadaian (Persero) and PT Permodalan Nasional Madani (PNM) Persero. BRI offered a maximum of 28.213.191.604 new Series B shares with a par value of 50 IDR per share or a maximum of 18.62% of BRI's issued and fully paid capital after PMHMETD I. Each previous holder of 1.000.000.000 BRI shares whose names were registered in the DPS On September 9, 2021, BRI was entitled to 230.128.553 (HMETD) in which 1 (one) Preemptive Rights had the right to purchase 1 New Share at an Exercise Price of 3.400- IDR (three thousand four hundred Rupiah) per share. The total funds and inbreng results received by BRI in PMHMETD I reached to IDR95.924.851.453.600, of which IDR54.770.595.614.000 came from the Government of the Republic of Indonesia in the form of inbreng (non-cash), and IDR41.154.255.839.600 from the public (cash). BRI's outstanding shares increased by 28.213.191.604 from 123.345.810.000 to 151.559.001.604 with a TERP of IDR3.810.

## BRI Chronology of Issuance/Listing of Shares

Year	Corporate Action	Nominal	Offer Price (IDR)	Number of Shares Issued
2003	Initial Public Offering	500	875	3,811,765,000
2004	Exercise MSOP	500	-	85,385,500
2005	Exercise MSOP	500	-	185,610,000
2006	Exercise MSOP	500	-	250,721,000
2007	Exercise MSOP	500	-	31,379,000
2008	Exercise MSOP	500	-	7,499,000
2009	Exercise MSOP	500	1,750	4,553,000
2010	Exercise MSOP	500	-	4,728,500
2011	Stock Split 1:2 on January 11, 2011	250	-	-
2015	Stock Buy-Back of 221.718.000 shares	250	-	-
2016		250	-	-
2017	Stock Split 1:5 on 10 November 2017	50	-	-
2019	Exercise ESOP 143.415.500	50	2,240	-
2020	Exercise ESA 231.111.000	50	-	-
2020	Stock Buy-Back of 16.400.000 shares	50	-	-
2021	Right Issue	50	3,400	28,213,191,604
	Transfer of Shares Owned by the Government to LPI	50	-	-
2022	Stock Buy-Back of 479.454.100 shares	50	-	-

### Information:

- MSOP, ESOP and ESA do not have an offering price because the Company directly provides shares to entitled Workers in accordance with calculations, methods and assumptions from competent third party reports.
- Stock Buy-Back does not have an offer price because the Company directly buys shares through a market mechanism.



## Implementation of Right Issue in 2021

Description	Shareholders (Total Shares Outstanding)					Total Shares Outstanding
	Government		Public		Nominal	
	Number of (shares)	%	Number of (shares)	%	IDR	
Before Stock Split	70,000,000,000	56.75	53,345,810,000	43.25	50	123,345,810,000
After Stock Split	86,108,998,710	56.82	65,450,002,894	43.18	50	151,559,001,604

## SHARE BUYBACK (BUYBACK) 2022 - 2023

At the Annual General Meeting of Shareholders (AGMS) on March 1, 2022, BRI has obtained shareholder approval to carry out a Buyback with a maximum value of IDR3 trillion carried out through the Indonesian Stock Exchange (BEI), either in stages or all at once and completed no later than 18 months from the approval of the AGMS, namely March 1, 2022 to August 31, 2023. The shares resulting from the Buyback will be used for the share ownership program for Employees and/or the Company's Directors and Board of Commissioners. The Company has completed the Buyback on January 26, 2023 of 647.385.900 shares with a total value of 2.999.999.915.000.

## SHARE BUYBACK (BUYBACK) 2023 - 2024

At the Annual General Meeting of Shareholders (AGMS) on March 13, 2023, BRI has obtained shareholder approval to carry out a Buyback with a maximum value of IDR1.5 trillion which will be carried out through the Indonesian Stock Exchange (BEI), either in stages or all at once and completed no later than 18 months from the approval of the AGMS, namely March 14, 2023 to September 14, 2024. The shares resulting from the Buyback will be used for the share ownership program for Employees and/or the Company's Directors and Board of Commissioners. Until the end of December 2023, the company has carried out a buyback of 118.833.600 shares with a total value of IDR625.555.190.000.

	Total Number of Shares Paid Up at End of Period	Capital Value Paid Late Period (IDR Million)	Composition of Shareholders after Corporate Action			
			Government		Public	
			Number of shares	%	Number of shares	%
	11,764,705,000	5,882,353	7,000,000,000	59.50	4,764,705,000	40.50
	11,850,090,500	5,925,045	7,000,000,000	59.07	4,850,090,500	40.93
	12,035,700,500	6,017,850	7,000,000,000	58.16	5,035,700,500	41.84
	12,286,421,500	6,143,211	7,000,000,000	56.97	5,286,421,500	43.03
	12,317,800,500	6,158,900	7,000,000,000	56.83	5,317,800,500	43.17
	12,325,299,500	6,162,650	7,000,000,000	56.79	5,325,299,500	43.21
	12,329,852,500	6,164,926	7,000,000,000	56.77	5,329,852,500	43.23
	12,334,581,000	6,167,291	7,000,000,000	56.75	5,334,581,000	43.25
	24,669,162,000	6,167,291	14,000,000,000	56.75	10,669,162,000	43.25
	24,669,162,000	6,167,291	14,000,000,000	56.75	10,669,162,000	43.25
	24,669,162,000	6,167,291	14,000,000,000	56.75	10,669,162,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	123,345,810,000	6,167,291	70,000,000,000	56.75	53,345,810,000	43.25
	151,559,001,604	7,577,950	86,108,998,710	56.82	65,450,002,894	43.18
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81
	151,559,001,604	7,577,950	80,610,976,876	53.19	70,948,024,728	46.81



# Chronology of Issuance and/or Listing of Other Securities

## Chronology of Issuance and/or Bond Issuance

Tabel Informasi Obligasi

No.	Description	Electronic Bond distribution date	Tenor	Currency	Jumlah Obligasi (Juta)	Bid price
1.	Subordinate Notes due 2003	September 25, 2003	120 Months	USD	USD150	-
2.	BRI Bank Subordinated Bonds I Year 2004	January 09, 2004	120 Months	IDR	Rp500,000	-
3.	BRI Bank Subordinated Bonds II Year 2009	December 22, 2009	60 Months	IDR	Rp2,000,000	-
4.	Shelf Registration Bonds I Bank BRI Phase I 2015 Series A	June 25, 2015	370 Days	IDR	Rp655,000	100% of the principal amount of the bonds
5.	Shelf Registration Bonds I Bank BRI Phase I 2015 Series B	June 25, 2015	36 Months	IDR	Rp925,000	100% of the principal amount of the bonds
6.	Shelf Registration Bonds I Bank BRI Phase I 2015 Series C	July 02, 2015	60 Months	IDR	Rp1,420,000	100% of the principal amount of the bonds
7.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series A	January 19, 2016	370 Days	IDR	Rp808,000	100% of the principal amount of the bonds
8.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series B	January 19, 2016	36 Months	IDR	Rp1,018,500	100% of the principal amount of the bonds
9.	Shelf Registration Bonds I Bank BRI Phase II Year 2016 Series C	February 04, 2016	5 years	IDR	Rp2,823,500	100% of the principal amount of the bonds
10.	Obligasi Berkelanjutan I Bank BRI Tahap III Tahun 2016 Seri A	May 04, 2016	370 Days	IDR	Rp1,212,000	100% of the principal amount of the bonds
11.	Continuous Bonds I Bank BRI Phase III 2016 Series B	May 04, 2016	36 Months	IDR	Rp2,437,000	100% of the principal amount of the bonds
12.	Shelf Registration Bonds I Bank BRI Phase III Year 2016 Series C	May 25, 2016	5 years	IDR	Rp701,000	100% of the principal amount of the bonds
13.	Continuous Bonds II Bank BRI Phase I 2016 Series A	December 02, 2016	370 Days	IDR	Rp616,000	100% of the principal amount of the bonds
14.	Continuous Bonds II Bank BRI Phase I 2016 Series B	December 02, 2016	36 Months	IDR	Rp964,000	100% of the principal amount of the bonds
15.	Continuous Bonds II Bank BRI Phase I 2016 Series C	December 01, 2016	5 years	IDR	Rp193,000	100% of the principal amount of the bonds
16.	Continuous Bonds II Bank BRI Phase I 2016 Series D	December 01, 2016	7 years	IDR	Rp477,000	100% of the principal amount of the bonds
17.	Continuous Bonds II Bank BRI Phase I 2016 Series E	December 01, 2016	10 years	IDR	Rp2,350,000	100% of the principal amount of the bonds
18.	Continuous Bonds II Bank BRI Phase II 2017 Series A	April 12, 2017	370 Days	IDR	Rp1,131,000	100% of the principal amount of the bonds
19.	Continuous Bonds II Bank BRI Phase II 2017 Series B	April 11, 2017	36 Months	IDR	Rp1,743,500	100% of the principal amount of the bonds
20.	Continuous Bonds II Bank BRI Phase II 2017 Series C	April 11, 2017	5 years	IDR	Rp925,000	100% of the principal amount of the bonds

	Due date	Interest Rate (%)	Payment status	Rating		Trustee
				2023	2022	
	October 30, 2013	7.75%	paid off	-	-	-
	January 09, 2014	13.5%	paid off	-	-	-
	December 22, 2014	10.95%	paid off	-	-	-
	July 07, 2016	8.4%	paid off	-	-	Bank Negara Indonesia
	July 03, 2018	9.2%	paid off	-	-	Bank Negara Indonesia
	July 03, 2020	9.5%	paid off	-	-	Bank Negara Indonesia
	February 08, 2017	8.5%	paid off	-	-	Bank Negara Indonesia
	February 04, 2019	9.25%	paid off	-	-	Bank Negara Indonesia
	February 04, 2021	9.60%	paid off	-	-	Bank Negara Indonesia
	May 30, 2017	7.5%	paid off	-	-	Bank Negara Indonesia
	May 25, 2019	8.2%	paid off	-	-	Bank Negara Indonesia
	May 25, 2021	8.70%	paid off	-	-	Bank Negara Indonesia
	December 06, 2017	7.25%	paid off	-	-	Bank Negara Indonesia
	December 01, 2019	8%	paid off	-	-	Bank Negara Indonesia
	December 01, 2021	8.20%	paid off	-	-	Bank Negara Indonesia
	December 01, 2023	8.65%	paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	December 01, 2026	8.90%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	April 16, 2018	7.2%	paid off	-	-	Bank Negara Indonesia
	April 11, 2020	8.1%	paid off	-	-	Bank Negara Indonesia
	April 11, 2022	8.30%	paid off	-	idAAA oleh Pefindo	Bank Negara Indonesia



No.	Description	Electronic Bond distribution date	Tenor	Currency	Jumlah Obligasi (Juta)	Bid price
21.	Continuous Bonds II Bank BRI Phase II 2017 Series D	April 12, 2017	10 Years	IDR	Rp1,300,500	100% of the principal amount of the bonds
22.	Continuous Bonds II Bank BRI Phase III 2017 Series A	August 25, 2017	36 Months	IDR	Rp980,500	100% of the principal amount of the bonds
23.	Continuous Bonds II Bank BRI Phase III 2017 Series B	August 25, 2017	5 Years	IDR	Rp1,652,500	100% of the principal amount of the bonds
24.	Continuous Bonds II Bank BRI Phase III 2017 Series C	August 25, 2017	7 Years	IDR	Rp2,517,000	100% of the principal amount of the bonds
25.	Continuous Bonds II Bank BRI Phase IV 2018 Series A	February 22, 2018	5 Years	IDR	Rp1,837,000	100% of the principal amount of the bonds
26.	Continuous Bonds II Bank BRI Phase IV 2018 Series B	February 22, 2018	7 Years	IDR	Rp605,000	100% of the principal amount of the bonds
27.	Senior Notes due 2018	March 28, 2013	60 Years	USD	USD500	100% of the principal amount of the bonds
28.	BRI Bank Subordinated Bonds III 2018	June 27, 2018	5 Years	IDR	Rp500,000	100% of the principal amount of the bonds
29.	Continuous Bonds III Bank BRI Phase I 2019 Series A	November 07, 2019	370 Days	IDR	Rp737,850	100% of the principal amount of the bonds
30.	Continuous Bonds III Bank BRI Phase I 2019 Series B	November 07, 2019	3 Years	IDR	Rp2,089,350	100% of the principal amount of the bonds
31.	Continuous Bonds III Bank BRI Phase I 2019 Series C	November 07, 2019	5 Years	IDR	Rp2,172,800	100% of the principal amount of the bonds
32.	Global Bond 2018	July 16, 2018	5 Years	USD	USD500	100% of the principal amount of the bonds
33.	Sustainable Bond 2019	March 28, 2019	5 Years	USD	USD500	100% of the principal amount of the bonds
34.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series A	July 20, 2022	370 Days	IDR	Rp2,500,000	100% of the principal amount of the bonds
35.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series B	July 20, 2022	3 Years	IDR	Rp2,000,000	100% of the principal amount of the bonds
36.	Bank BRI Sustainable Bonds I Phase I Year 2022 Series C	July 20, 2022	5 Years	IDR	Rp500,000	100% of the principal amount of the bonds
37.	BRI Bank Subordinated Bonds IV 2023	July 06, 2023	5 Years	IDR	Rp500,000	100% of the principal amount of the bonds
38.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series A	October 17, 2023	370 Days	IDR	Rp1,345,650	100% of the principal amount of the bonds
39.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series B	October 17, 2023	2 Years	IDR	Rp4,154,350	100% of the principal amount of the bonds
40.	Bank BRI Sustainable Bonds I Phase II Year 2023 Series C	October 17, 2023	3 Years	IDR	Rp500,000	100% of the principal amount of the bonds

	Due date	Interest Rate (%)	Payment status	Rating		Trustee
				2023	2022	
	April 11, 2027	8.80%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	August 24, 2020	7.6%	paid off	-	-	Bank Negara Indonesia
	August 24, 2022	8%	paid off	-	idAAA oleh Pefindo	Bank Negara Indonesia
	August 24, 2024	8.25%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	February 21, 2023	6.65%	paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	February 21, 2025	6.90%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	March 28, 2018	2.95%	paid off	-	-	BNY Mellon
	June 26, 2023	7.70%	paid off	idAA oleh Pefindo	idAA oleh Pefindo	Bank Negara Indonesia
	November 17, 2020	6.5%	paid off	-	-	Bank Negara Indonesia
	November 07, 2022	7.60%	paid off	-	idAAA oleh Pefindo	Bank Negara Indonesia
	November 07, 2024	7.85%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	July 20, 2023	4.625%	paid off	BBB- oleh Fitch	BBB- oleh Fitch	BNY Mellon
	March 28, 2024	3.950%	Not yet paid off	"BBB- oleh Fitch Rating Baa2 oleh Moodys"	"BBB- oleh Fitch Rating Baa2 oleh Moodys"	BNY Mellon
	July 30, 2022	3.70%	paid off	-	idAAA oleh Pefindo	Bank Negara Indonesia
	July 20, 2024	5.75%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	July 20, 2027	6.45%	Not yet paid off	idAAA oleh Pefindo	idAAA oleh Pefindo	Bank Negara Indonesia
	July 06, 2028	6.45%	Not yet paid off	idAA oleh Pefindo	-	Bank Tabungan Negara
	October 27, 2024	6.10%	Not yet paid off	idAAA oleh Pefindo	-	Bank Tabungan Negara
	October 17, 2025	6.35%	Not yet paid off	idAAA oleh Pefindo	-	Bank Tabungan Negara
	October 17, 2026	6.30%	Not yet paid off	idAAA oleh Pefindo	-	Bank Tabungan Negara



## Chronology of Issuance and/or Recording of Negotiable Certificate Deposit (NCD)

Table of Information Issuance of Negotiable Certificate Deposit (NCD)

Description	Publication date	Tenor (month)	Currency	Value (million)	Due date	Interest Rate (%)	Payment status
Negotiable Certificate of Deposit I BANK BRI TAHUN 2020 Seri A	June 24, 2020	3 months	IDR	Rp630,000	September 24, 2020	5.35% (Diskonto)	Paid off
Negotiable Certificate of Deposit I BANK BRI TAHUN 2020 Seri B	June 24, 2020	6 months	IDR	Rp520,000	December 23, 2020	5.30% (Diskonto)	Paid off
Negotiable Certificate of Deposit I BANK BRI TAHUN 2020 Seri C	June 24, 2020	12 months	IDR	Rp850,000	June 24, 2021	5.75% (Diskonto)	Paid off

## Chronology of Issuance and/or Listing of Medium Term Notes (MTN)

Table of Information Issuance of Medium Term Notes (MTN)

No.	Description	Electronic distribution date of MTN	Tenor	Currency	Value (million)	Bid price	Due date	Interest Rate (%)	Payment Status
1.	MTN BRI Tahap I Tahun 2014 Seri A	October 10, 2014	370 days	IDR	Rp300,000	-	October 15, 2015	8.75	Paid off
2.	MTN BRI Tahap I Tahun 2014 Seri B	October 10, 2014	24 months	IDR	Rp60,000	-	October 10, 2017	9.25	Paid off
3.	MTN BRI Tahap I Tahun 2014 Seri C	October 10, 2014	36 months	IDR	Rp360,000	-	October 10, 2017	9.50	Paid off
4.	MTN BRI Tahap II Tahun 2014	December 24, 2014	12 months	IDR	Rp520,000	-	December 24, 2015	8.90	Paid off
5.	MTN BRI Tahap I Tahun 2016	September 16, 2016	370 days	IDR	Rp1,925,000	-	September 21, 2017	7.40	Paid off
6.	MTN Bank BRI Tahun 2022 Seri A	November 24, 2022	2 years	IDR	Rp2,000,000	100% of the principal amount of the MTN	November 24, 2024	6.60%	Not yet paid off
7.	MTN Bank BRI Tahun 2022 Seri B	November 24, 2022	3 years	IDR	Rp3,000,000	100% of the principal amount of the MTN	24 November 2025	6.98%	Belum Lunas

## Chronology of Issuance and/or Recording of Long Term Notes (LTN)

Tabel Informasi Penerbitan Long Term Notes (LTN)

No.	Description	Electronic distribution date of MTN	Tenor	Currency	Value (million)	Bid price	Due date	Interest Rate (%)	Payment Status
1.	Long Term Notes yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk I Tahun 2022	December 27, 2022	162 months	IDR	Rp52,332	100% of the principal amount of the LTN	June 27, 2036	0.55%	Not yet paid off

No.	Description	Electronic distribution date of MTN	Tenor	Currency	Value (million)	Bid price	Due date	Interest Rate (%)	Payment Status
2.	Long Term Notes yang Dilakukan Tanpa Melalui Penawaran Umum PT Bank Rakyat Indonesia (Persero) Tbk II Tahun 2023	October 25, 2023	159	IDR	Rp59,485	100% of the principal amount of the LTN	January 25, 2037	0.55%	Not yet paid off

## Information on Using The Services of Public Accounting (AP) and Public Accounting Offices (KAP)

KAP Name	Purwantono, Sungkoro & Surja
Association Network	Ernst & Young Global Limited
KAP address	Indonesia Stock Exchange Building, Tower 2, Lantai 7, Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia
AP name	Christophorus Alvin Kossim
KAP Assignment Period	8th year
AP Assignment Period	4th year
Audit Services	<ol style="list-style-type: none"> <li>General audit of the Consolidated Financial Statements of the Company and Subsidiaries for the 2023 Financial Year, including SA 600 - Special Considerations – Audit of Group Financial Reports for the Financial Audit Agency (BPK).</li> <li>Compliance with Legislation and Internal Control (PSA 62) 2023.</li> <li>General audit of the Company's Micro Small Enterprise Funding Program (PUMK) Financial Report for the 2023 Fiscal Year.</li> <li>Limited Confidence Insurance on BRI Performance Evaluation Results Report, position December 31, 2023.</li> </ol>
Non-Audit Services	<ol style="list-style-type: none"> <li>Agreed procedure for calculating the KPI achievements of the Board of Directors (collegial and individual), position December 31, 2023.</li> <li>Agreed procedures for data sent by BRI for the compilation of the Ministry of SOEs' financial reports for the 2023 financial year.</li> <li>Agreed procedures for compliance with applicable regulations for funding micro and small businesses for the 2023 financial year (if necessary).</li> </ol>
Audit Fees	Total audit fee was IDR 15,922,000,000 (Fees include OPE, 11% VAT and other taxes).
Audit Fees	Total non-audit fee was IDR 950,000,000 (Fees include OPE, 11% VAT and other taxes).



# Name and Address of Supporting Institutions and/or Professionals

## Securities Rating Agency

<p><b>PT Pemeringkat Efek Indonesia (Pefindo)</b></p>	<p>Panin Tower - Senayan City, 17<sup>th</sup> Floor            Jl. Asia Afrika Lot. 19 Jakarta 10270, Indonesia            Telp : (021) 7278 2380            Faks : (021) 7278 2370            Web : www.pefindo.com            Email : -</p> <hr/> <p>Services provided : Company Ratings, Rating of Bank BRI Sustainable Bonds Phase II 2023 and Subordinated Bonds IV</p> <hr/> <p>Fee: Rp1,180,000,000</p>
<p><b>Fitch Ratings Indonesia</b></p>	<p>Prudential Tower 20<sup>th</sup> Floor            Jl. Jend Sudirman Kav. 79 Jakarta 12910, Indonesia            Telp : (021) 5795 7755            Faks : (021) 5795 7750            Web : www.fitchratings.co.id            Email : -</p>
<p><b>Fitch Ratings International</b></p>	<p>30 North Colonnade London E14 SGN United Kingdom            Telp : +44(0)20 3530 1000            Web : www.fitchratings.com            Email : lonaccounts.receivable@fitchratings.com</p>
<p><b>Moody's Investors Service</b></p>	<p>50 Raffles Place #23-06 Singapore Land Tower Singapore 048623            Telp : 65 6398 8339            Faks : 65 6398 8301            Web : www.moodys.com/indonesia            Email : clientservices@moodys.com</p>
<p><b>SnP Global Rating</b></p>	<p>Singapore 12 Marina Boulevard 018982 Singapura            Head of Sales, Asia-Pacific            Telp : (0852) 2533-3522</p>

## Trade Information and Share Listing

<p><b>PT Bursa Efek Indonesia</b></p>	<p>Gedung Bursa Efek Indonesia, Tower 1            Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia            Telp : (021) 5150515            Faks : (021 5)154153            Web : www.idx.co.id            Email : listing@idx.co.id</p> <hr/> <p>Services provided : Shares Bond Listing Service</p> <hr/> <p>Fee : Rp1,441,559,167</p>
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## Securities Administration Bureau

### PT Datindo Entrycom

Jl. Hayam Wuruk No. 28, Jakarta 10120  
 Telp : (021) 3508077  
 Faks : (021) 350 8078  
 Web : www.datindo.com  
 Email : dm@datindo.com

Services provided : AGMS Support Consultant Services (AGMS and Dividend Payment)

Fee : IDR1,727,000,000

## Custodian

### PT Kustodian Sentral Efek Indonesia

Gedung Bursa Efek Indonesia, Tower 1, Lantai 5  
 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia  
 Telp : (021) 5152855  
 Fax : (021) 52991199  
 Web : www.ksei.co.id  
 Email : helpdesk@ksei.co.id

Services provided : Management of securities administration (shares and bonds) and Paying Agent

Fee : IDR135,974,998 (include PPN)

Paying Agent Fee : IDR453,358,136

## Notary Public

### Notaris & PPAT Fathiah Helmi

Graha Irama Lantai 6C  
 Jl. H. R. Rasuna Said Blok X-1, Kav. 1& 2, Kuningan Timur, Kec. Setiabudi, Kota Jakarta Selatan,  
 Daerah Khusus Ibukota Jakarta 12710

Services provided : Making deeds of GMS decisions and Articles of Association

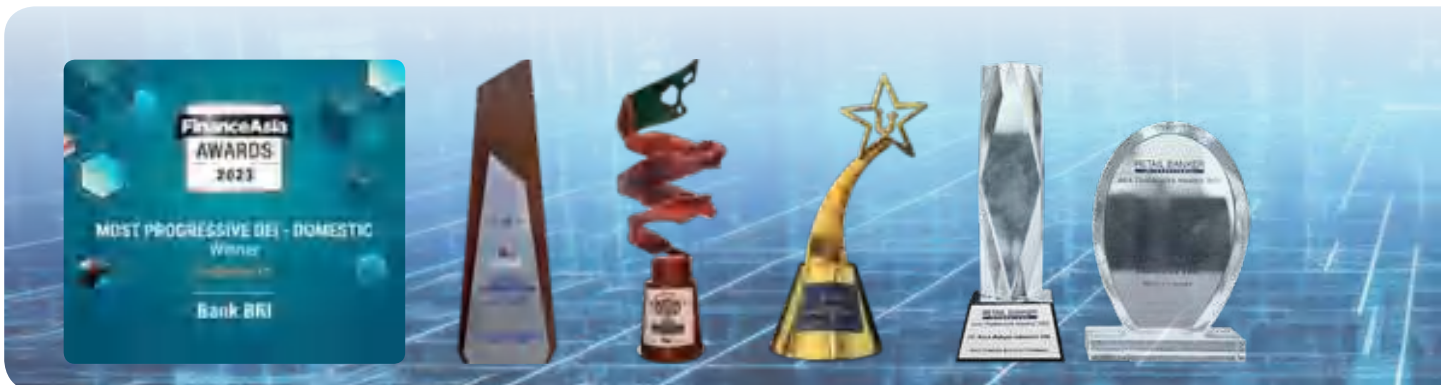
Fee : IDR55,000,000



# Awards and Certifications

## Awards

No	Award	Date	Organizer	Category	Place of Implementation	Level
1	Fortune Indonesia: BRI received Rank 5 in Fortune Indonesia Change The Word	January 1, 2023 (December 2022)	Fortune Indonesia	Banking	Jakarta	Nasional
2	Mother & Beyond Reader's Choice Award 2022 (3 <sup>rd</sup> place): Child savings	January 19, 2023	MRA Media	Tabungan anak	Jakarta	Nasional
3	Local Eyes Award (Best): Best Activation Campaign	January 27, 2023	Tribunnews	Kampanye Aktivasi Terbaik	Jakarta	Nasional
4	2021 ASEAN Corporate Governance Scorecard in the category ASEAN Asset Class PLCs	January 31, 2023	IDX	GCG	Jakarta	Nasional
5	2021 ASEAN Corporate Governance Scorecard in the category Indonesia Top 3 PLCs	January 31, 2023	IDX	GCG	Jakarta	Nasional
6	Ranked 5 <sup>th</sup> Highest Transaction in Business Matching Jakarta	January 2023	Kementerian BUMN	Banking	Jakarta	Regional
7	Euromoney Banking Rankings: BRI as Market Leader in the CSR Sector	February 14, 2023	Euro Money	CSR	UK	Internasional
8	Euromoney Banking Rankings: BRI as Highly Regarded in the Field of Diversity & Inclusion	February 14, 2023	Euro Money	DEI	UK	Internasional
9	Euromoney Banking Rankings: BRI as Market Leader in the SME Banking Sector	February 14, 2023	Euro Money	SME	UK	Internasional
10	Euromoney Banking Rankings: BRI as Highly Regarded in the Digital Solution Sector	February 14, 2023	Euro Money	Digital	UK	Internasional
11	Euromoney Banking Rankings: BRI as Notable in the ESG Sector	February 14, 2023	Euro Money	ESG	UK	Internasional
12	The Asset Triple A Country Awards 2022: BRI for Best Issuer for Sustainable Finance	February 23, 2023	The Asset	Banking	Hong Kong	Internasional
13	The Asset Triple A Country Awards 2022: BRI for Best Sustainability-Linked Loan (US\$1 billion sustainability-linked loan)	February 23, 2023	The Asset	Banking	Hong Kong	Internasional
14	Top Brand Award 2023 (2 <sup>nd</sup> Rank): Savings Products	February 23, 2023	Frontier	Brand	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
15	Top Brand Award 2023 (1 <sup>st</sup> place): Junior Savings	February 23, 2023	Frontier	Brand	Jakarta	Nasional
16	Top Brand Award 2023 (2 <sup>nd</sup> Rank): Term Savings	February 23, 2023	Frontier	Brand	Jakarta	Nasional
17	Top Brand Award 2023 (3 <sup>rd</sup> place): Credit Card	February 23, 2023	Frontier	Brand	Jakarta	Nasional
18	Top Brand Award 2023 (2 <sup>nd</sup> place): Deposits	February 23, 2023	Frontier	Brand	Jakarta	Nasional
19	Top Brand Award 2023 (2 <sup>nd</sup> place): Mobile Banking	February 23, 2023	Frontier	Brand	Jakarta	Nasional
20	Top Brand Award 2023 (2 <sup>nd</sup> place): Internet Banking	February 23, 2023	Frontier	Brand	Jakarta	Nasional
21	Indonesia Public Relations Awards (IPRA) 2023: Best Public Relations in Company Strategy on MSME Development and Empowerment	February 24, 2023	Warta Ekonomi	Communication	Jakarta	Nasional
22	SWA 18 <sup>th</sup> Indonesia Best CEO Forum: BRI President Director Sunarso as "The Best CEO With Distinction"	February 28, 2023	SWA	CEO	Jakarta	Nasional
23	Obsession Awards 2023: BRI as Best Companies 2023	March 8, 2023	Men's Obsession	Banking	Jakarta	Nasional
24	BRI as HIMBARA is concerned with Tax Law Enforcement in 2022	March 8, 2023	DJP Kemenkeu	Banking	Jakarta	Nasional
25	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Best SME Development (Gold Winner)	March 9, 2023	Kementerian BUMN	Sustainability	Jakarta	Nasional
26	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Best Stakeholder Relations Management (3 <sup>rd</sup> Place)	March 9, 2023	Kementerian BUMN	Stakeholder Management	Jakarta	Nasional
27	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Best Social Media Ranger BUMN Company (1 <sup>st</sup> Place)	March 9, 2023	Kementerian BUMN	Social Media	Jakarta	Nasional
28	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Aestika Oryza Gunarto as Corporate Secretary of the Year	March 9, 2023	Kementerian BUMN	Communication	Jakarta	Nasional
29	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Best Disaster Task Force	March 9, 2023	Kementerian BUMN	Communication	Jakarta	Nasional
30	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Best Exposure of the Year	March 9, 2023	Kementerian BUMN	Communication	Jakarta	Nasional
31	SOEs Corporate Communications & Sustainability Summit (BCOMSS) 2023: Best of the Best Communication	March 9, 2023	Kementerian BUMN	Communication	Jakarta	Nasional





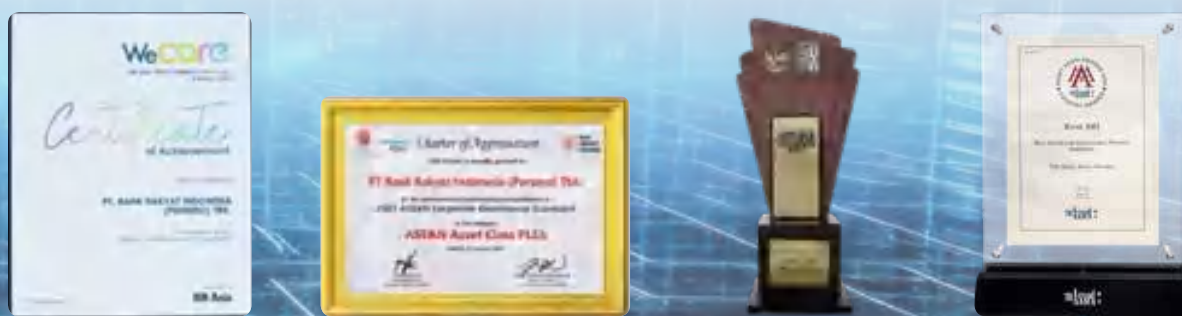
No	Award	Date	Organizer	Category	Place of Implementation	Level
32	Retail Banker International (RBI) Asia Trailblazer Awards 2023: BRI as Winner - Best in Current Account Offering	March 9, 2023	Retail Banker International	Product Advance	Singapura	Internasional
33	Retail Banker International (RBI) Asia Trailblazer Awards 2023: Highly Commended - Excellence in Mass Affluent Banking	March 9, 2023	Retail Banker International	Product Advance	Singapura	Internasional
34	Euromoney's Awards (Rank 1): Market Leader - Indonesia	March 10, 2023	Euro Money	Banking	Dubai	Internasional
35	Euromoney's Awards (Rank 3): Best Service - Indonesia	March 10, 2023	Euro Money	Banking	Dubai	Internasional
36	Euromoney's Awards (Rank 1): Best Service - Basic Materials - Asia Pacific	March 10, 2023	Euro Money	Banking	Dubai	Internasional
37	Euromoney's Awards (Rank 8): Market Leader - Asia Pacific	March 10, 2023	Euro Money	Banking	Dubai	Internasional
38	PR Indonesia Award 2023: Best Digital Channel - Instagram Social Media	March 17, 2023	PR Indonesia	Kanal Digital	Bali	Nasional
39	PR Indonesia Award 2023: Annual Report - Best Annual Report	March 17, 2023	PR Indonesia	Annual Report	Bali	Nasional
40	PR Indonesia Award 2023: Annual Report - Best Sustainability Report	March 17, 2023	PR Indonesia	Annual Report	Bali	Nasional
41	PR Indonesia Award 2023: Best CSR - Community Based Development Program	March 17, 2023	PR Indonesia	CSR	Bali	Nasional
42	PR Indonesia Award 2023: Best CSR - Sustainability Business Program	March 17, 2023	PR Indonesia	CSR	Bali	Nasional
43	PR Indonesia Award 2023: Best PR Program - Corporate PR	March 17, 2023	PR Indonesia	Communication	Bali	Nasional
44	PR Indonesia Award 2023: Most Popular BRI - Mass Media	March 17, 2023	PR Indonesia	Communication	Bali	Nasional
45	Indonesia Property&Bank Award XVII 2023 (Best): "The Most Admired CEO of State-Owned Bank"	March 20, 2023	Majalah Property&Bank dan majalah MyHome (Jurnalist Media Network)	CEO	Jakarta	Nasional
46	Indonesia Property&Bank Award XVII 2023 (Best): "The Best Performance With High Growth of Millennial Mortgage Product".	March 20, 2023	Majalah Property&Bank dan majalah MyHome (Jurnalist Media Network)	Banking	Jakarta	Nasional
47	BAZNAS Award 2023: BRI as the Best Zakat Payment Service Provider Bank BAZNAS RI	March 21, 2023	BAZNAS	Banking	Jakarta	Nasional



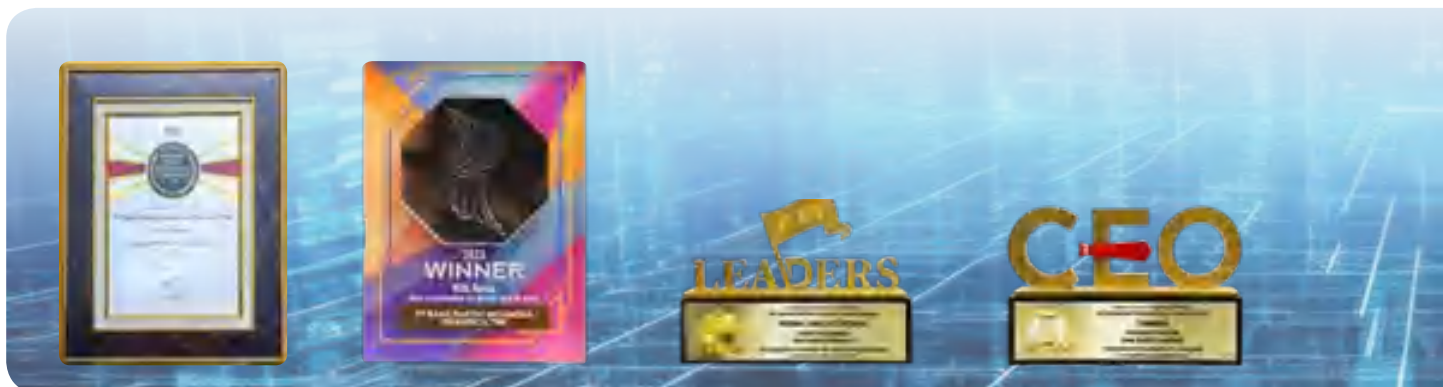
No	Award	Date	Organizer	Category	Place of Implementation	Level
48	Global Finance 30 <sup>th</sup> Annual Best Bank Awards 2023: Best Bank in Indonesia	March 21, 2023	Global Finance	Banking	New York	Internasional
49	Asia Private Banking Awards 2023 (Best): Best Domestic Private Bank in Indonesia 2022	March 30, 2023	Asiamoney	Banking	Hong Kong	Internasional
50	Second Place in Use of Domestic Products in 2023 State-Owned Enterprises Category	March 2023	Kementerian Perindustrian	Product	Jakarta	Nasional
51	Ranked 2 <sup>nd</sup> Highest Transaction in West Java Business Matching	March 2023	Kementerian BUMN	Banking	Jakarta	Regional
52	Top Digital Corporate Brand Award 2023: BRI as TOP Digital Corporate Brand Award 2023	April 12, 2023	Media InfoEkonomi.ID dan Tras N Co Indonesia	Financial Industry	Jakarta	Nasional
53	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The Best Leaders Personal Digital Brand 2023 - Sunarso (President Director of BRI)	April 12, 2023	Infobank	CEO	Jakarta	Nasional
54	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3 <sup>rd</sup> Highest Digital Index of Conventional Commercial Bank Deposits 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
55	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The Highest Digital Index KPR for Conventional Commercial Banks 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
56	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3 <sup>rd</sup> Highest Digital Index Mobile Banking Conventional Commercial Banks 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
57	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3 <sup>rd</sup> Highest Digital Index Wealth Management for Conventional Commercial Banks 2023	April 12, 2023	Infobank	Banking	Jakarta	Nasional
58	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3 <sup>rd</sup> Highest Digital Index E-Money Bank 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
59	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The Best Conventional Commercial Bank KBMI 4 - 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
60	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3 <sup>rd</sup> Best Conventional Commercial Bank Deposits 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
61	12 <sup>th</sup> Infobank Digital Brand Recognition 2023; The Best KPR for Conventional Commercial Banks 2023	April 12, 2023	Infobank	Digital	Jakarta	Nasional
62	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3 <sup>rd</sup> Best Wealth Management for Conventional Commercial Banks 2023	April 12, 2023	Infobank	Banking	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
63	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3rd Best Internet Banking Conventional Commercial Bank 2023	April 12, 2023	Infobank	Banking	Jakarta	Nasional
64	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The 3rd Best Mobile Banking for Conventional Commercial Banks 2023	April 12, 2023	Infobank	Banking	Jakarta	Nasional
65	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: Platinum Trophy for Conventional Commercial Banks - 10 Years in a Row 2013-2022	April 12, 2023	Infobank	Banking	Jakarta	Nasional
66	12 <sup>th</sup> Infobank Digital Brand Recognition 2023: The Highest Digital Index for Conventional Commercial Banks 2023	April 12, 2023	Infobank	Banking	Jakarta	Nasional
67	LinkedIn Top Companies 2023 in Indonesia	April 18, 2023	LinkedIn	HR	Jakarta	Nasional
68	Indonesia WOW BRAND 2023: Bronze - Electronic Money Card	May 11, 2023	MarkPlus, Inc.	Brand	Jakarta	Nasional
69	Indonesia WOW BRAND 2023: Bronze - Mobile Banking	May 11, 2023	MarkPlus, Inc.	Brand	Jakarta	Nasional
70	Indonesia WOW BRAND 2023: Silver - KPR Providing Bank	May 11, 2023	MarkPlus, Inc.	Banking	Jakarta	Nasional
71	Indonesia WOW BRAND 2023: Gold - ATM	May 11, 2023	MarkPlus, Inc.	Banking	Jakarta	Nasional
72	Indonesia WOW BRAND 2023: Bronze - Credit Card	May 11, 2023	MarkPlus, Inc.	Banking	Jakarta	Nasional
73	Indonesia WOW BRAND 2023: Silver - Conventional Bank	May 11, 2023	MarkPlus, Inc.	Banking	Jakarta	Nasional
74	Indonesia WOW BRAND 2023: Silver - Call Center	May 11, 2023	MarkPlus, Inc.	Banking	Jakarta	Nasional
75	Indonesia WOW BRAND 2023: Silver - Savings	May 11, 2023	MarkPlus, Inc.	Banking	Jakarta	Nasional
76	Indonesia WOW BRAND 2023: Bronze - Digital Lounge	May 11, 2023	MarkPlus, Inc.	Digital	Jakarta	Nasional
77	Indonesia WOW BRAND 2023: Gold - Branding Campaign – Below The Line	May 11, 2023	MarkPlus, Inc.	Campaign Product	Jakarta	Nasional
78	Indonesia WOW BRAND 2023: Silver - Branding Campaign – Below The Line	May 12, 2023	MarkPlus, Inc.	Campaign Product	Jakarta	Nasional
79	Indonesia WOW BRAND 2023: Gold - Branding Campaign – Public Relation	May 11, 2023	MarkPlus, Inc.	Campaign Product	Jakarta	Nasional
80	Indonesia WOW BRAND 2023: Bronze - Branding Campaign – Public Relation	May 12, 2023	MarkPlus, Inc.	Campaign Product	Jakarta	Nasional
81	The Asset Triple A Treasurie Awards 2023: Best in Treasury and Working Capital-SMEs	May 23, 2023	The Asset	Banking	Hong Kong	Internasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
82	The Asset Triple A Treasure Awards 2023: Treasury Team of The Year	May 23, 2023	The Asset	Banking	Hong Kong	Internasional
83	Asia Private Banking Awards 2023: Market Leader Trade Finance (Asian Banks) in Indonesia	May 24, 2023	Asiamoney	Banking	Hong Kong	Internasional
84	Best Bank 2023: BRI as the Best Bank 2023	May 26, 2023	Investor	Bank BUKU 1	Indonesia	Nasional
85	B-Universe CSR Award 2023: BRI as Economic CSR Initiatives, financial sector, Outstanding Integrated Corporate CSR Initiatives	May 31, 2023	Berita Satu Holding	CSR	Jakarta	Nasional
86	Ranked 3 <sup>rd</sup> in Highest Transactions (National Seller Category) in Business Matching Surabaya	May 2023	Kementerian BUMN	Banking	Jakarta	Regional
87	Ranked 1 <sup>st</sup> in Highest Transactions (Local Seller Category) in Business Matching Surabaya	May 2023	Kementerian BUMN	Banking	Jakarta	Regional
88	Global Private Banking Innovation Awards 2023: Winner/Outstanding Wealth Management Offering for Affluent Clients	June 8, 2023	Global Private Banker	Outstanding Wealth Management Offering for Affluent Clients	Singapore	Internasional
89	Top 10 Most Valuable Indonesia Brands 2023: The Most Valuable Brand in Indonesia (Peringkat 1)	June 9, 2023	Brand Finance	Brand	UK	Internasional
90	The 1 <sup>st</sup> INDONESIA GPR AWARDS (IGA) 2023: BRI President Director Sunarso as Winner of Most Popular Leader in Online News Media 2023	June 16, 2023	Humas Indonesia	CEO	Makassar	Nasional
91	The 1 <sup>st</sup> INDONESIA GPR AWARDS (IGA) 2023: BRI as the Best Government Public Relations Institution, BUMN Sub-Category	June 16, 2023	Humas Indonesia	Humas	Makassar	Nasional
92	The 1 <sup>st</sup> INDONESIA GPR AWARDS (IGA) 2023: BRI President Director Sunarso as Winner of Most Popular Leader in Online News Media 2023	June 16, 2023	Humas Indonesia	CEO	Makassar	Nasional
94	Infobank 20 <sup>th</sup> Banking Service Excellence Awards 2023 : The 2 <sup>nd</sup> Best Opening Account via Website	June 20, 2023	Infobank	Banking	Jakarta	Nasional
95	Infobank 20 <sup>th</sup> Banking Service Excellence Awards 2023 : The 2 <sup>nd</sup> Best Public ATM	June 20, 2023	Infobank	Banking	Jakarta	Nasional
96	Infobank 20 <sup>th</sup> Banking Service Excellence Awards 2023 : The 2 <sup>nd</sup> Best Cash Recycling Machine(CRM)	June 20, 2023	Infobank	Banking	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
97	Infobank 20 <sup>th</sup> Banking Service Excellence Awards 2023: The 3 <sup>rd</sup> Best Contact Center in Service Excellence	June 20, 2023	Infobank	Banking	Jakarta	Nasional
98	Infobank 20 <sup>th</sup> Banking Service Excellence Awards 2023 : The 3 <sup>rd</sup> Best Digital Channel in Service Excellence	June 20, 2023	Infobank	Banking	Jakarta	Nasional
99	Infobank 20 <sup>th</sup> Banking Service Excellence Awards 2023 : Golden Recognition - 5 Consecutive years in Service Excellence	June 20, 2023	Infobank	Banking	Jakarta	Nasional
100	100 Indonesia Most Powerful Women Business Leader of the Year 2023: BRI Finance Director Viviana Dyah Ayu Retno Kumalasari	June 27, 2023	SWA	CEO	Jakarta	Nasional
101	Indonesia Most Extraordinary Women Business Leader 2023: BRI Consumer Business Director Handayani	June 27, 2023	SWA	CEO	Jakarta	Nasional
102	HR Asia Best Companies to Work For in Asia 2023 and HR Asia Diversity, Equity & Inclusion Award 2023	June 27, 2023	HR Asia	HR		Nasional
103	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best CEO - Sunarso (Gold)	June 28, 2023	Finance Asia	CEO	Hong Kong	Internasional
104	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best CFO - Viviana Dyah Ayu Retno K (Gold)	June 28, 2023	Finance Asia	CFO	Hong Kong	Internasional
105	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best Financial Company (Gold)	June 28, 2023	Finance Asia	Banking	Hong Kong	Internasional
106	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best Corporate ESG Strategy (Gold)	June 28, 2023	Finance Asia	ESG	Hong Kong	Internasional
107	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best DEI Strategy (Gold)	June 28, 2023	Finance Asia	DEI	Hong Kong	Internasional
108	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best Investor Relations (Gold)	June 28, 2023	Finance Asia	Banking	Hong Kong	Internasional
109	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best Large Cap (Gold)	June 28, 2023	Finance Asia	Banking	Hong Kong	Internasional
110	FinanceAsia's 23 <sup>rd</sup> Best Companies in Asia Poll: Best Overall Company (Gold)	June 28, 2023	Finance Asia	Banking	Hong Kong	Internasional
111	FinanceAsia's 23 <sup>rd</sup> Awards Most Progressive DEI (Domestic)	June 28, 2023	Finance Asia	Banking	Hong Kong	Internasional
112	SPEX2 DX Award 2023: The Best SPEX2 <sup>®</sup> Company Across All Industries	June 28, 2023	Kontan	Banking	Jakarta	Nasional
113	SPEX2 DX Award 2023: The Best SPEX2 <sup>®</sup> Company for SOEs	June 28, 2023	Kontan	Banking	Jakarta	Nasional





No	Award	Date	Organizer	Category	Place of Implementation	Level
114	SPEX2 DX Award 2023: The Best SPEX2® Company in Banking Industry	June 28, 2023	Kontan	Banking	Jakarta	Nasional
115	SPEX2 DX Award 2023: Direktur Utama BRI Sunarso - The Best Chief Strategic Executive Officer (CSEO) Across All Industries	June 28, 2023	Kontan	CEO	Jakarta	Nasional
116	The 3 <sup>rd</sup> Annual Sustainable Finance Awards 2023: BRI as Best Bank in Indonesia	June 28, 2023	Global Finance	Banking	London	Internasional
117	Asiamoney Best Bank Awards 2023: Best Domestic Bank In Indonesia	June 28, 2023	Asiamoney	Banking	Hong Kong	Internasional
118	The Banker Top 1000 World Banks 2023: Number One Bank in Indonesia	July 5, 2023	The Banker	Banking	London	Internasional
119	The 3 <sup>rd</sup> MAW Talk Awards 2023: Roma J P Simanjuntak as Influential PR Figure 2023	July 7, 2023	MAW Institute	PR	Yogyakarta	Nasional
120	KEHATI ESG Award 2023: Winner of Issuers in the Financial sector	July 27, 2023	Kehati	Capital Market	Jakarta	Nasional
121	Indonesia DEI & ESG Awards (IDEAS) 2023 - Silver Rank for Environmental Category	August 4, 2023	Humas Indonesia	ESG	Jakarta	Nasional
122	Indonesia DEI & ESG Awards (IDEAS) 2023 - Silver Rank for Social Category	August 4, 2023	Humas Indonesia	ESG	Jakarta	Nasional
123	Indonesia Most Reputable Companies 2023: Most Reputable Companies Award 2023 SOEs Bank Category	August 8, 2023	Majalah SWA dan Business Digest	Banking	Jakarta	Nasional
124	Best Bank Performance of MSMEs Loans 2023 AWARD: Top MSME Loans - Commercial Banks	August 15, 2023	Peluangnews.id	Banking	Jakarta	Nasional
125	HCM Excellence Award 2023: Best Team Development Program (Bronze Award)	August 17, 2023	Brandon Hall Group	Talent Management	USA	Internasional
126	HCM Excellence Award 2023: Best Advance In Talent Management Technology Implementation (Bronze Award)	August 17, 2023	Brandon Hall Group	Talent Management	USA	Internasional
127	HCM Excellence Award 2023: Best Advance In High Potential Development (Silver Award)	August 17, 2023	Brandon Hall Group	Talent Management	USA	Internasional
128	HCM Excellence Award 2023: Best Advance In Interviewing Strategy (Bronze Award)	August 17, 2023	Brandon Hall Group	Talent Acquisition	USA	Internasional
129	HCM Excellence Award 2023: Best New Hire Onboarding Program, (Gold Award)	August 17, 2023	Brandon Hall Group	Talent Acquisition	USA	Internasional
130	HCM Excellence Award 2023: Best Advance in Talent Acquisition Process (Gold Award)	August 17, 2023	Brandon Hall Group	Talent Acquisition	USA	Internasional
131	HCM Excellence Award 2023: Best Use Of Video For Learning (Silver Award)	August 17, 2023	Brandon Hall Group	Learning & Development	USA	Internasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
132	HCM Excellence Award 2023: Best Use Of Blended Learning (Silver Award)	August 17, 2023	Brandon Hall Group	Learning & Development	USA	Internasional
133	HCM Excellence Award 2023: Best Approach To Implementing A Learning Experience Platform (LXP) (Bronze Award)	August 17, 2023	Brandon Hall Group	Learning & Development	USA	Internasional
134	HCM Excellence Award 2023: Best Advance In Business Automation (Gold Award)	August 17, 2023	Brandon Hall Group	Future Of Work	USA	Internasional
135	Indonesia Original Brands (IOB) Awards 2023: BRIMO Excellent category	August 31, 2023	Majalah SWA	Brand	Jakarta	Nasional
136	6 <sup>th</sup> Annual Global Retail Banking Innovation Awards	August 2023	The Digital Banker	Banking	Singapura	Internasional
137	Ranked 2 <sup>nd</sup> in Highest Transactions (National Seller Category) in Business Matching Medan	August 2023	Kementerian BUMN	Banking	Jakarta	Regional
138	Ranked 3 <sup>rd</sup> in Highest Transactions (Local Seller Category) in Business Matching Medan	August 2023	Kementerian BUMN	Banking	Jakarta	Regional
139	The Banker Innovation in Digital Banking Awards 2023: Transformation Project (Agen BRILink)	September 1, 2023	The Banker	Banking	London	Internasional
140	Treasury & FX Award Alpha Southeast Asia: The Best FX Bank for Retail Client	September 7, 2023	Alpha Southeast Asia	Treasury		Internasional
141	The 4 <sup>th</sup> ASEAN PR Excellence Awards 2023: Best Government Public Relations in Indonesia	September 8, 2023	ASEAN PR Network (APRN)	Public Relations	Vietnam	Internasional
142	4 <sup>th</sup> Top Digital Corporate Brand Award 2023 Special Achievement for BUMN, Subsidiary SOEs & ROEs	September 13, 2023	TRAS N CO Indonesia	Banking	Jakarta	Nasional
143	The Asian Banker Indonesia Awards 2023: Best Wealth Management Bank in Indonesia	September 14, 2023	Asian Banker	Banking	Jakarta	Internasional
144	The 14 <sup>th</sup> IICD Corporate Governance Conference and Award: BRI as Top 50 issuers with the Largest Market Capitalization (BigCap PLCs)	September 18, 2023	IICD	CGC	Jakarta	Nasional
145	IDX Channel Anugrah Innovation Indonesia: Special Award Nomination for Product and Business Model Category (BRI Digital Transformation)	September 20, 2023	Bursa Efek Indonesia	Banking	Jakarta	Nasional
146	The Asset Triple A Private Capital Awards 2023: Best Private Bank for HNWI, Indonesia	September 20, 2023	The Asset	Banking	Hong Kong	Internasional
147	Detik.com Awards 2023: Most Innovative Financial Application (BRIMO)	September 21, 2023	Detik.com	Brand	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
148	Detik.com Awards 2023: Bank with the Best Financial Performance	September 21, 2023	Detik.com	Banking	Jakarta	Nasional
149	Detik.com Awards 2023: Best Corporate Communication Strategy in Banking	September 21, 2023	Detik.com	Public Relations	Jakarta	Nasional
150	ICCA 2023 Contact BRI: Best Technology Innovation - Platinum	September 26, 2023	ICCI	Banking	Jakarta	Nasional
151	ICCA 2023 Contact BRI: Best Employee Engagement - Platinum	September 26, 2023	ICCI	Human Capital	Jakarta	Nasional
152	ICCA 2023 Contact BRI: Best Digital Media - Gold	September 26, 2023	ICCI	Digital	Jakarta	Nasional
153	ICCA 2023 Contact BRI: Best Customer Experience - Gold	September 26, 2023	ICCI	Service	Jakarta	Nasional
154	ICCA 2023 Contact BRI: Best People Development - Silver	September 26, 2023	ICCI	Human Capital	Jakarta	Nasional
155	ICCA 2023 Contact BRI: Best Scheduling - Platinum	September 26, 2023	ICCI	Team Work	Jakarta	Nasional
156	ICCA 2023 Contact BRI: Nilam Putri R - Best Agent Digital Email - Silver	September 26, 2023	ICCI	Individual	Jakarta	Nasional
157	ICCA 2023 Contact BRI: Sunatol Fudhlah - BTB Agent Inbound - Bronze	September 26, 2023	ICCI	Individual	Jakarta	Nasional
158	ICCA 2023 Contact BRI: Andita Boni B - Best Desk Control - Bronze	September 26, 2023	ICCI	Individual	Jakarta	Nasional
159	Ranked 3 <sup>rd</sup> in Highest Transactions (National Seller Category) in Business Matching Manado	September 30, 2023	Kementerian BUMN	Banking	Jakarta	Regional
160	Ranked 2 <sup>nd</sup> in Highest Transactions (Local Seller Category) in Business Matching Manado	September 30, 2023	Kementerian BUMN	Banking	Jakarta	Regional
161	Marketeer's Editor's Choice Award 2023: BRIMO International Transfer as The Best Remittance Service in Mobile Apps of the Year	October 10, 2023	Marketeers	Banking	Jakarta	Nasional
162	CEO Achievement Awards 2023: Best Performance Chief Executive Officer in Encouraging Corporate Culture Transformation to Maintain Business Growth	October 14, 2023	CEO Business Forum Indonesia & Warta Ekonomi	Individual	Yogyakarta	Nasional
163	National Award for Companies and SOEs that Employ Workers with Disabilities in 2023	October 17, 2023	Kementerian Ketenagakerjaan RI	Human Capital	Jakarta	Nasional
164	Artajasa ATM Bersama Awards 2023: BRI as The Best Issuer of ATM Bersama	October 20, 2023	ATM Bersama	Banking	Jakarta	Nasional
165	Artajasa ATM Bersama Awards 2023: BRI as The Most Transaction Growth ATM	October 20, 2023	ATM Bersama	Banking	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
166	Republika CSR Award 2023: CSR in the Infrastructure Sector (BRI Cares This is My School)	October 26, 2023	Republika	Banking	Jakarta	Nasional
167	Digital Information Openness 5.0KIP BUMN Awards 2023: The Most Interact SOEs By Engagement	October 27, 2023	BUMN Track	Banking	Bali	Nasional
168	Digital Information Openness 5.0KIP BUMN Awards 2023: Best of All by Audience, Activity, Engagement	October 27, 2023	BUMN Track	Banking	Bali	Nasional
169	The Winner of Best Workplace (Top of Mind) Survey 2023 by Korn Ferry Indonesia & SWA	October 20, 2023	Korn Ferry Indonesia & SWA	HR	Jakarta	Nasional
170	The Best Investortrust Companies 2023: Market capitalization of more than IDR 25 Trillion	October 31, 2023	Investortrust	Banking	Jakarta	Nasional
171	Best in Future of Intelligence award in the IDC Future Enterprise Awards 2023 for Indonesia	October 31, 2023	IDC	Banking	Singapore	Internasional
172	Best in Future of Intelligence award in the IDC Future Enterprise Awards 2023 Regional (Asia Pacific)	October 31, 2023	IDC	Banking	Singapore	Internasional
173	Auction Award - Execution Auction Applicant Category	November 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
174	Asia Sustainability Reporting Rating (ASSRAT) 2023: Platinum Rank - Sustainability Report 2022 of PT Bank Rakyat Indonesia (Persero) Tbk	November 6, 2023	National Center for Corporate Reporting (NCCR)	Banking	Jakarta	Nasional
175	CNBC Awards 2023: Most Integrated Innovation Platform for Business Solution - Qlola by BRI	November 7, 2023	CNBC	Banking	Jakarta	Nasional
176	Stellar Workplace Award 2023: Top 5 Stellar Workplace Program in Social Era 5.0	November 8, 2023	GML Performance Consulting & Majalah Kontan	Human Capital	Jakarta	Nasional
177	Stellar Workplace Award 2023: Top 5 Favorite Company to Work for the New Generation	November 8, 2023	GML Performance Consulting & Majalah Kontan	Human Capital	Jakarta	Nasional
178	Stellar Workplace Award 2023: Stellar Workplace Recognition in Employee Commitment	November 8, 2023	GML Performance Consulting & Majalah Kontan	Human Capital	Jakarta	Nasional
179	Stellar Workplace Award 2023: Stellar Workplace Recognition in Employee Satisfaction	November 8, 2023	GML Performance Consulting & Majalah Kontan	Human Capital	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
180	Anugerah Tokoh Motivator dan Inspirasi Negeri 2023: Best Leader Corporate Company 2023	November 22, 2023	Sorotnews	Individual	Jakarta	Nasional
181	The Best of Sorot News Golden Award 2023	November 22, 2023	Sorotnews		Jakarta	Nasional
182	Mutual Bandha Award 2023	November 22, 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
183	Certified Securities Analyst (CSA) Awards 2023: The Best SOEs Banking Financial Sector Categorized on The Main Board	November 23, 2023	Asosiasi Analis Efek Indonesia (AAEI) dan CSA Community	Banking	Jakarta	Nasional
184	ESG Disclosure Transparency Awards 2023: Leadership AAA	November 28, 2023	Investortrust	Banking	Jakarta	Nasional
185	Top 5 Best Partner Engagement 2023 by Universitas Telkom	November 28, 2023	Universitas Telkom	HR	Jakarta	Nasional
186	Bisnis Indonesia TOP SOEs Awards: The Most Committed Chief Executive Officer State-Owned Enterprises in Driving Technological Change	November 30, 2023	Bisnis Indonesia	Individual	Jakarta	Nasional
187	Bisnis Indonesia TOP SOEs Awards: The Best CFO : Excellent in Analytics Data Driven	November 30, 2023	Bisnis Indonesia	Individual	Jakarta	Nasional
188	Bisnis Indonesia TOP SOEs Awards: The Best State Owned Enterprise In 2023	November 30, 2023	Bisnis Indonesia	Individual	Jakarta	Nasional
189	BI Award 2023: BRI as the Best Green Financial Supporting Bank - Bank KBMI 3 and 4	November 29, 2023	Bank Indonesia	Banking	Jakarta	Nasional
190	BI Award 2023: BRI as the Best Conventional Bank Supporting Foreign Currency Monetary Control	November 29, 2023	Bank Indonesia	Banking	Jakarta	Nasional
191	BI Award 2023: BRI as the Best Inclusive Financing Supporting Bank - Bank KBMI 3 and 4	November 29, 2023	Bank Indonesia	Banking	Jakarta	Nasional
192	Indonesia Best Digital Finance Awards 2023: BRI as Best Digital Finance 2023 for Equitable and Integrated Banking Access Capabilities Category KBMI 4, SOE	November 29, 2023	SWA	Banking	Jakarta	Nasional
193	The Best Contact Center Asia Pacific in 2023: Silver Medal in Technology Innovation Category	November 29, 2023	Contact Center Asia Pasific	Contact Center	Malaysia	Internasional
194	TOP CEO: BRI as a Bank with Top Profit Criteria	December 1, 2023	IDN Financial X TEMPO	Banking	Jakarta	Nasional
195	INFOBANK TOP 100 CEO & THE NEXT LEADERS FORUM 2023: CEO of the Year - Sunarso	December 5, 2023	Infobank	Individual	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
196	INFOBANK TOP 100 CEO & THE NEXT LEADERS FORUM 2023: The Next Leader 23: Arga M Nugraha	December 5, 2023	Infobank	Individual	Jakarta	Nasional
197	INFOBANK TOP 100 CEO & THE NEXT LEADERS FORUM 2023: The Next Leader 23: Harsya Wardana	December 5, 2023	Infobank	Individual	Jakarta	Nasional
198	INFOBANK TOP 100 CEO & THE NEXT LEADERS FORUM 2023: The Next Leader 23: Viviana Dyah Ayu	December 5, 2023	Infobank	Individual	Jakarta	Nasional
199	INFOBANK TOP 100 CEO & THE NEXT LEADERS FORUM 2023: The Next Leader 23: Andrijanto	December 5, 2023	Infobank	Individual	Jakarta	Nasional
200	INFOBANK TOP 100 CEO & THE NEXT LEADERS FORUM 2023: Bankers of The Year - Supari	December 5, 2023	Infobank	Individual	Jakarta	Nasional
201	2023 SOEs Champion Partner Appreciation: BRI as the Best SOE 2 in the Creditor/ Investor Category	December 5, 2023	Kementerian BUMN	Banking	Jakarta	Nasional
202	2023 SOEs Champion Partner Appreciation: BRI as the Best SOE in 3 Customer/Buyer Categories	December 5, 2023	Kementerian BUMN	Banking	Jakarta	Nasional
203	LPS Awards 2023: BRI as the Most Active Bank in Socializing the Deposit Guarantee Program	December 6, 2023	LPS	Banking	Jakarta	Nasional
204	LPS Awards 2023: BRI as the Most Innovative Bank in Socializing the Deposit Guarantee Program for KBMI (Bank Group Based on Core Capital) 4	December 6, 2023	LPS	Banking	Jakarta	Nasional
205	CNBC Indonesia Awards: Maestro CEO of The Year	December 13, 2023	CNBC	Individual	Jakarta	Nasional
206	CNBC Indonesia Awards: Most Profitable Bank with Best GCG	December 13, 2023	CNBC	Banking	Jakarta	Nasional
207	Digital Banking Awards 2023: BRI as Best of the Best Category Data Dimension, Technology Dimension, Customer Dimension KBMI Bank Group 4	December 14, 2023	Investortrust	Banking	Jakarta	Nasional
208	Digital Financial Excellence Award: KBMI-2 Foreign Exchange Bank (Core Capital IDR 70 Trillion and Above)	December 19, 2023	Media Asuransi	Banking	Jakarta	Nasional
209	Digital Financial Excellence Award: SOEs Bank	December 19, 2023	Media Asuransi	Banking	Jakarta	Nasional
210	Indonesia Good Corporate Governance Award: The Most Trusted Companies 2022	December 20, 2023	SWA & The Indonesian Institute for Corporate Governance	Banking	Jakarta	Nasional



No	Award	Date	Organizer	Category	Place of Implementation	Level
211	2023 Public Information Openness Award	December 20, 2023	KIP	Communication	Jakarta	Nasional
212	Annual report Award 2022	December 2023	KNKG	Banking	Jakarta	Nasional
213	Ranked 1 <sup>st</sup> in SOE with the Largest Expenditure Value in Business Matching	December 2023	Kementerian BUMN	Banking	Jakarta	Nasional
214	Investor Meeting: Main Dealer of Government Debt Securities with the Best Performance in 2022	December 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
215	Investor Meeting: Main Dealer of Government Debt Securities with the Best Performance in the Primary Market in 2022	December 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
216	Investor Meeting: Main Dealer of Government Debt Securities with the Best Performance in 2022, Conventional Commercial Bank Category	December 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
217	Investor Meeting: Main Dealer of Government Debt Securities with the Best Performance in 2023	December 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
218	Investor Meeting: Main Dealer of Government Debt Securities with the Best Performance in the Primary Market in 2023	December 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
219	Investor Meeting: Best Main Dealer of State Sharia Securities in 2023	December 2023	Kementerian Keuangan RI	Banking	Jakarta	Nasional
220	BRI Award Charter Has Fulfilled Business Risk and Human Rights Assessment Indicator Standards (PRISMA)	Desember 2023	Kementrian Hukum dan Hak Asasi Manusia	Banking	Jakarta	Nasional
221	The Best State Bank	Desember 2023	LSEG Indonesia Award	Treasury	London	Internasional

## Certification

### BRI Certification Table

No	Certification Name	Certification Issuer	Certification Period	Receipt Date	Division
1	ISO 9001:2015 Quality Management System Certification	KAN (Regional) & ANAB (International) with Certificate Number FS 782968 dated January 5, 2023	January 5, 2023 to January 4, 2026 (Certificate Validity Period 3 Years)	January 5, 2023	Compliance Division
2	ISO 37301:2021 Compliance Management System Certification	British Standard Institution with Certificate Number MSFC 782970 dated January 16, 2023	January 16, 2023 to January 15, 2026 (Certificate Validity Period 3 Years)	January 16, 2023	Compliance Division



No	Certification Name	Certification Issuer	Certification Period	Receipt Date	Division
3	Occupational Health and Safety Management System Certification	Ministry of Manpower and Transmigration of the Republic of Indonesia	June 2023 (Certificate Validity Period 3 Years)	June 09, 2023	Operational Risk Division
4	ISO 27001:2013 Information Security Management System Certification	The British Standards Institution	January 2022 - January 2025 (3 Years)	January 31, 2023	Enterprise Data Management
5	ISO 9001:2015 Quality Management System Certification	The British Standards Institution	January 2022 - January 2025 (3 Years)	January 31, 2023	Enterprise Data Management
6	ISO 9001:2015 Quality Management System Certification	LRQA Limited	November 05, 2023 to November 04, 2026 (3 Years)	November 05, 2023	Investment Services Division
7	ISO 9001:2015 Quality Management System Certification	LRQA Limited	June 10, 2022 - June 9, 2025 (3 years)	June 10, 2022	Fixed Assets Management & Procurement Policy Division
8	ISO 9001:2015 Quality Management System Certification	KAN (Regional) & UKAS (International)	March 31, 2021 - December 04, 2023	March 31, 2021	Head Office Audit
9	ISO 27001:2013 Information Security Management System Certification	The British Standards Institution	November 2023 - November 2025	November 22, 2023	Information Security Division
10	ISO 9001:2015 Quality Management System Certification	SGS United Kingdom Ltd	February 5, 2021 - January 21, 2024	February 5, 2021	Financial & Management Accounting Division
11	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	PT Lloyd's Register Indonesia	23 Oktober 2019 - 22 Oktober 2025	October 23, 2019	Divisi Marketing Communication
12	Sertifikasi ISO 9001:2015 Sistem Manajemen Mutu	The British Standard Institution	8 Januari 2021 – 8 Januari 2024	January 8, 2024	Digital Banking Development & Operation
13	Sertifikasi ISO 27001:2015 Surveillance Fungsi CAO & Extend Scope BRImo	PT BSI Group Indonesia	18 November 2021 – 17 November 2024	November 18, 2021	Application Management & Operation Division
14	Sertifikasi ISO 29119-1:2022 Software & System Engineering - Software Testing (4 Functions)	PT BSI Group Indonesia	8 Oktober 2022 – 07 Oktober 2025	October 8, 2022	Application Management & Operation Division
15	Sertifikasi ISO 20000-1:2018 veillance Brinets Express, Brillink Mobile, & BRImo, Extend Scope Brispot	PT BSI Group Indonesia	November 2022 - November 2024	November 2022	Application Management & Operation Division
16	Sertifikasi ISO 27001:2013 Surveillance 3 Fungsi (NOC, QAN, DCI)	PT BSI Group Indonesia	6 Desember 2021 – 5 Desember 2024	December 6, 2021	IT Infrastructure & Operation Division
17	Sertifikasi ISO 27001:2013 Initial/Extend Scope 5 Fungsi (QAC, DRM CPO, IDC, IDN)	PT SGS Indonesia	2022 - 2024	2022	IT Infrastructure & Operation Division
18	Sertifikasi ISO 27001:2013 Resertifikasi 4 Fungsi (SCO, GCS, PAC, RGU)	PT SGS Indonesia	14 Desember 2022 – 28 Agustus 2025	December 14, 2021	IT Infrastructure & Operation Division
19	Sertifikasi ISO 27001:2013 Sistem Manajemen Keamanan Informasi	The British Standard Institution	April 2022 - April 2025	April 2022	Digital Banking Development & Operation



## Information Available on The Website



As a public company BRI has the main Bank website, namely [www.bri.co.id](http://www.bri.co.id). The website was created and managed based on OJK regulation No.8/POJK.04/2015 concerning issuer or public company websites. The Bank's website can be accessed in Indonesian and English to provide easy access to information for all stakeholders.

The information contained on the Bank's website is contained in accordance with Article 6 of the Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015, where Issuers or Public Companies are required to submit information, as follows:

1. General Information on Issuers or Public Companies;
2. Information for Investors or Investors;
3. Corporate Governance Information; And
4. Corporate Social Responsibility Information.

Information on the BRI website continues to be regularly supplemented and updated with various important information, including:

### 1. Home Page

Contains various main BRI information, providing a fast menu for the latest promotions, careers (Life at BRI), BRI<sup>mo</sup> registration, Auction Info, GCG, and CSR. Apart from that, there is also information on foreign exchange rates, stock prices, news, the latest information and announcements, education on alert modes, consumer credit simulation calculators (Public Housing Loan & BRI<sup>guna</sup>), as well as information on BRI subsidiary companies.

### 2. About Us

This menu bar contains general information related to BRI (Vision and Mission, History of BRI, Management, Overseas Work Units, etc.), Corporate Governance (ACGS, Structure, Process, Assessment, and the results of Governance to the Whistle Blowing System), Subsidiary Companies, Education, and BRI Peduli.

### 3. Products and Services

BRI divides products and services into 3 categories (Individual, MSME, Corporate) to make it easier for the public to find products and services according to their profile and needs. This menu bar provides a variety of bank products and services, including savings (savings, current accounts and deposits), commercial and consumer loans, credit cards, investments, trade finance & services, BRI<sup>Link</sup> agents and other banking services.

### 4. Good Corporate governance

The Corporate Governance (GCG) homepage contains complete information regarding BRI's Corporate Governance with the menu bar options About Us, Management, GMS, GCG Structure, GCG Report, ASEAN Corporate Governance Scorecard, Openness and Other Information, which can be accessed via microsite integration ([ir-bri.com](http://ir-bri.com)). Through this GCG homepage, the public can find out information about GCG practices that have been carried out by BRI, as below:

- a. ACGS, BRI's website also meets ASEAN Corporate Governance Scorecard (ACGS) standards which include:
    - Part A. Rights of Shareholders
    - Part B. Equitable Treatment of Shareholders
    - Part C. Role of Stakeholder
    - Part D. Disclosure & Transparency
    - Part E. Responsibilities of the Board
  - b. General Meeting of Shareholders (GMS): Annual GMS and Extraordinary GMS of the Bank
  - c. GCG Structure: Audit Committee, Nomination & Remuneration Committee, Risk Management Oversight Committee, Integrated Governance Committee
  - d. GCG Process: Organizational Structure, Board of Commissioners, Directors, Corporate Secretary, and other things such as: BOD Charter, Directors Succession Policy, Audit Charter, Board of Commissioners' and Board of Directors' Shareholding, and Dividend Policy
  - e. GCG Assessment: Governance Commitment and GCG Assessment consisting of GCG Self Assessment and Independent Party GCG Assessment (External Auditor & ACGS)
  - f. GCG Results: Awards and GCG Assessment Results
  - g. Whistleblowing System: Report Categories and Reporting Channels
  - h. Other Information: AML & CFT Policy, USA Patriot Act Certification, Board of Commissioners' and Board of Directors' Shareholding, and so on.
- 5. Investors**  
This menu bar contains options for Financial Information, Dividend Information, Stock/Bond Information, News & Events and Information Requests which can be accessed via microsite integration ([ir-bri.com](http://ir-bri.com)). Several important reports such as: Annual Report, Sustainability Report, Consolidated Financial Report, Quarterly Financial Report, Monthly Financial Report, and other related information can be accessed in the Financial Information menu option.
- 6. Corporate Social Responsibility**  
Contains information regarding the implementation of the 3 (three) pillars of Social and Environmental Responsibility that have been carried out by BRI, namely Social, Economic and Environmental.
- 7. Sustainability**  
Information about BRI's Sustainability can be accessed via the microsite ([www.ir-bri.com/esg/home.html](http://www.ir-bri.com/esg/home.html)). This microsite contains information about BRI's ESG (Environmental, Social, and Governance) journey, the performance and implementation of BRI's Sustainability initiatives, as well as sustainability information BRI ratings & indices. The Sustainability Report can also be downloaded via this microsite.

Overall, the BRI Website reflects BRI's commitment to upholding the principles of openness and transparency.



# Management Discussion and Analysis on Bank Performance

Net income in 2023 reached IDR60.43 trillion, an increase of 17.54% yoy compared to 2022 which reached IDR51.41 trillion. The growth in consolidated net income was driven by the growth of the Company's net profit on bank only basis which was recorded at IDR53.15 trillion or grew by 11.13% yoy compared to 2022 of IDR47.83 trillion, along with the positive contribution of all subsidiaries so that the aggregate profits of subsidiaries increased. 39.65% yoy or an increase of IDR2.08 trillion.





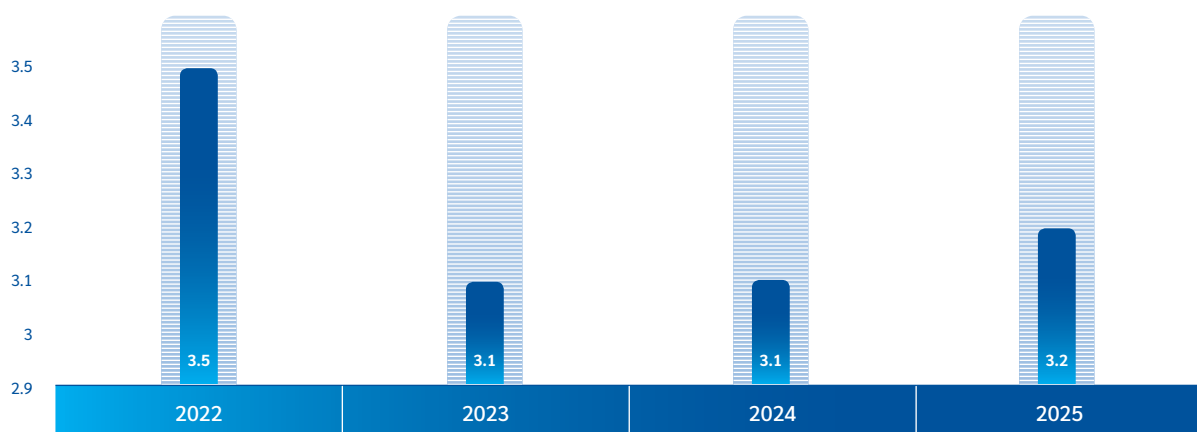
## Economic Review

### Global Economic Analysis

The rate of global economic growth continued to experience pressure. After experiencing recovery after the Covid-19 pandemic, the global economic growth trend slowed down again in 2022. Global economic growth was recorded at around 3.5% in 2022, lower than the previous year's achievement of 6.3% in 2021. This was caused by a combination of pressures. High global

inflation due to supply chain disruption and very significant increased in benchmark interest rates by various central banks in the world, especially the Fed. The trend of slowing global economic growth is expected to continue in 2023 and 2024. The IMF as of January 2024 estimates that global economic growth in 2023 and 2024 will be 3.1% and 3.1%, respectively (**Figure 1**).

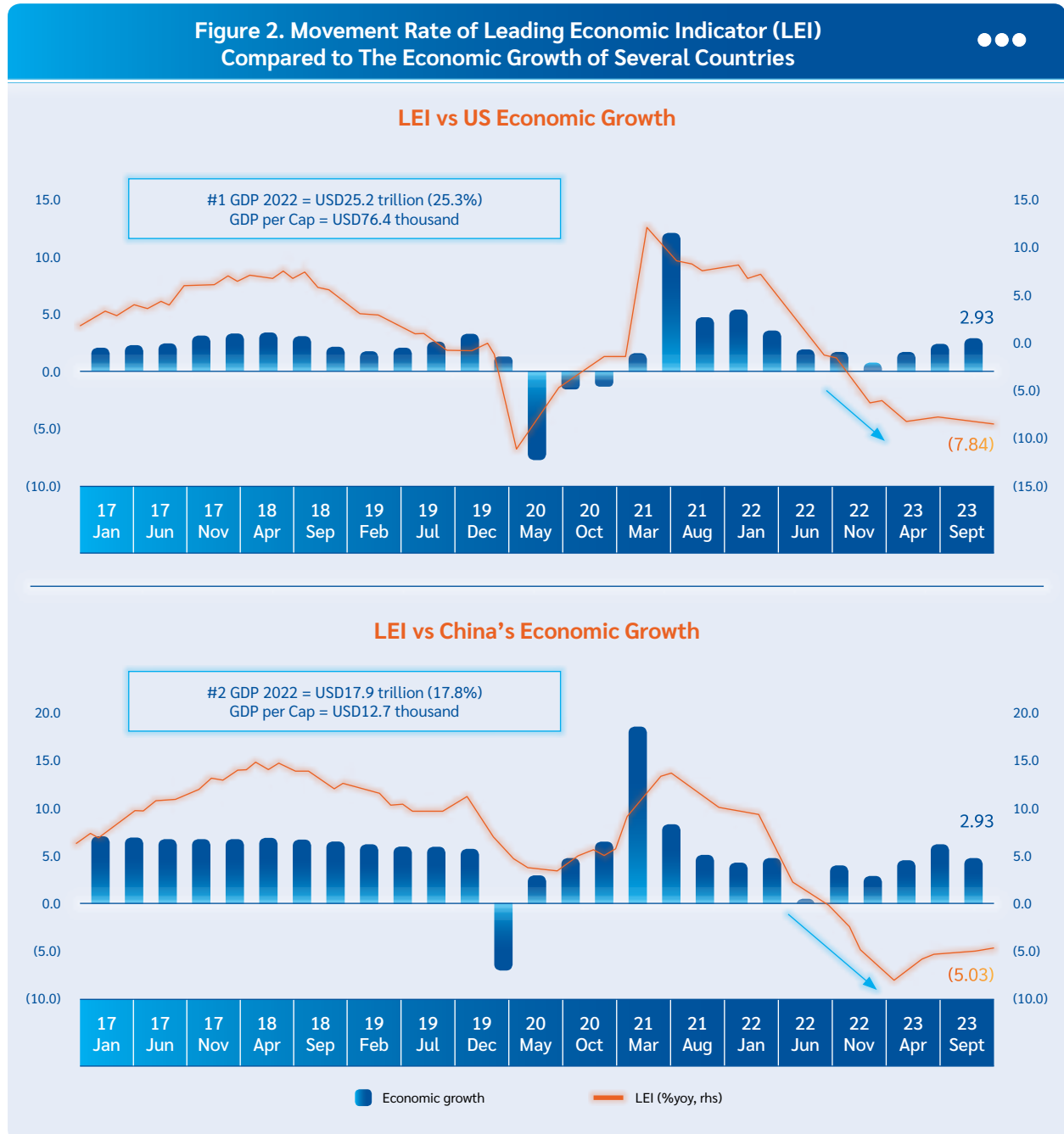
Figure 1. World Economic Growth Projections (%)



Source: IMF, January 2024, Data processed

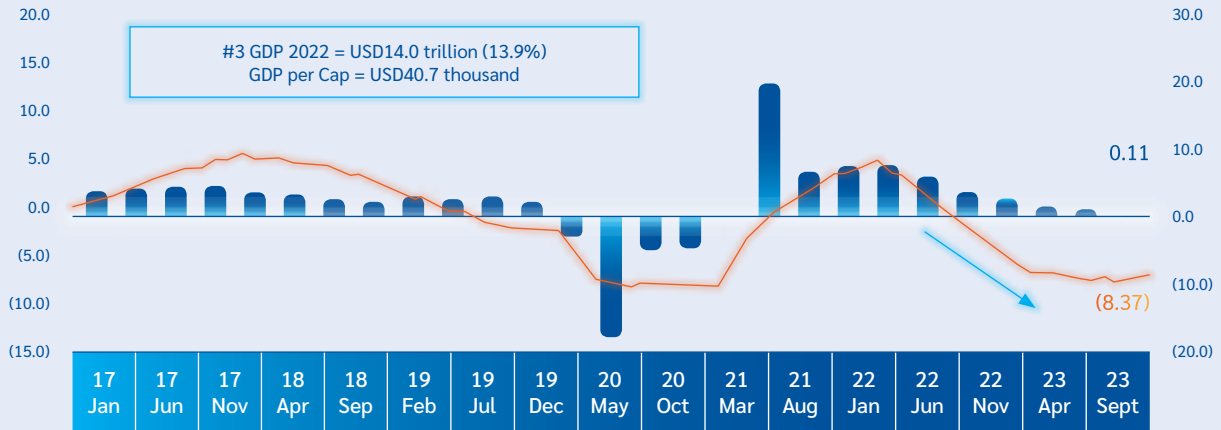
Until Quarter IV-2023, there were at least four indicators that reflected the rate of global economic slowdown, namely: (1) The movement of the Purchasing Manager Index (PMI) which has slowed down since May 2023, especially the manufacturing PMI, (2) The decline in the export rate of various main countries such as China and the US, which implied a decline in world demand, (3) a decline in active job vacancies in various countries, which

implied a decline in production activity, and (4) the rate of decline in the Leading Economic Indicator (LEI) in various major countries in the world. Of these four factors, the decline in the LEI in various major countries in the world (**Figure 2**) was one of the main indicators showing that the pace of the global economy in the future is likely to slow.

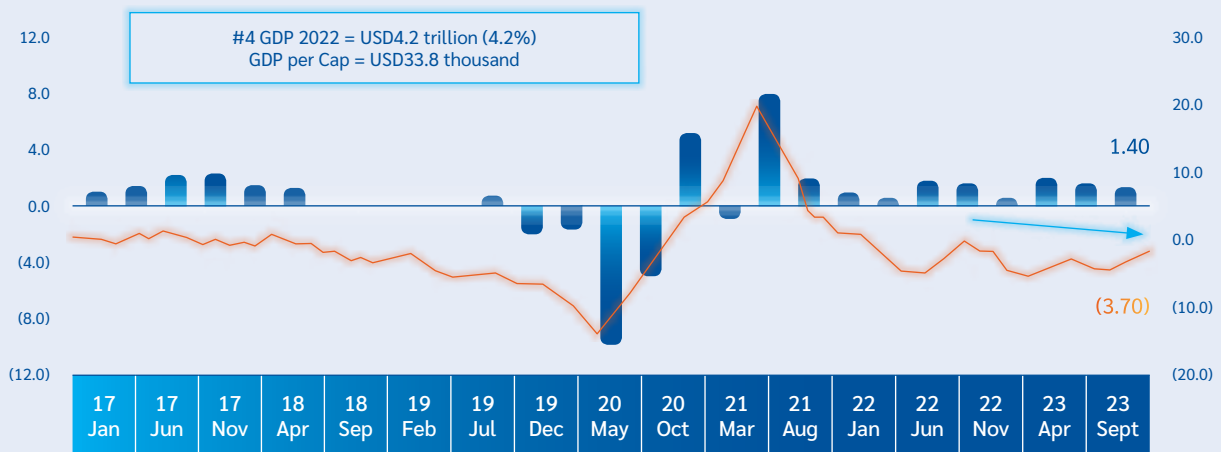




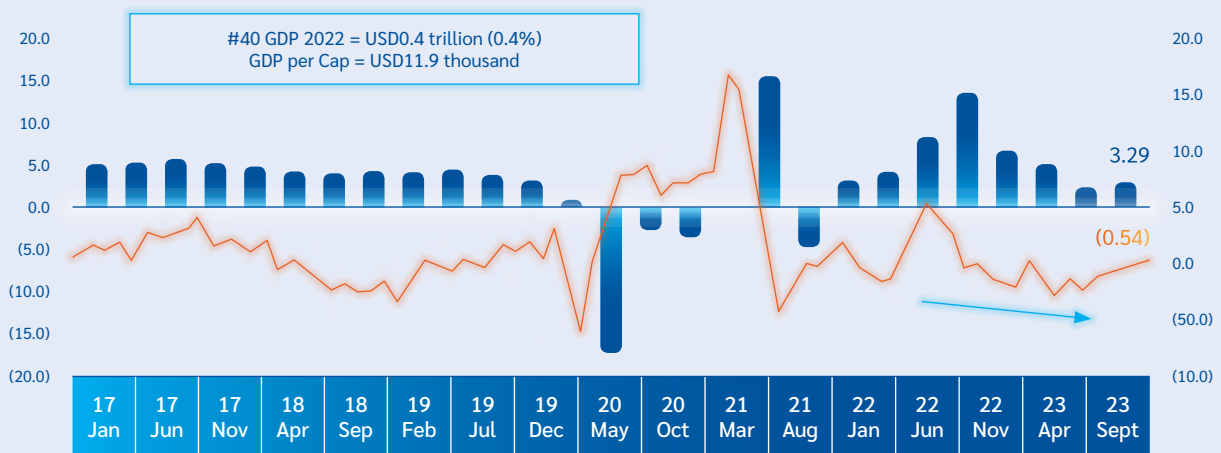
### LEI vs European Union Economic Growth



### LEI vs Japan Economic Growth



### LEI vs Malaysian Economic Growth

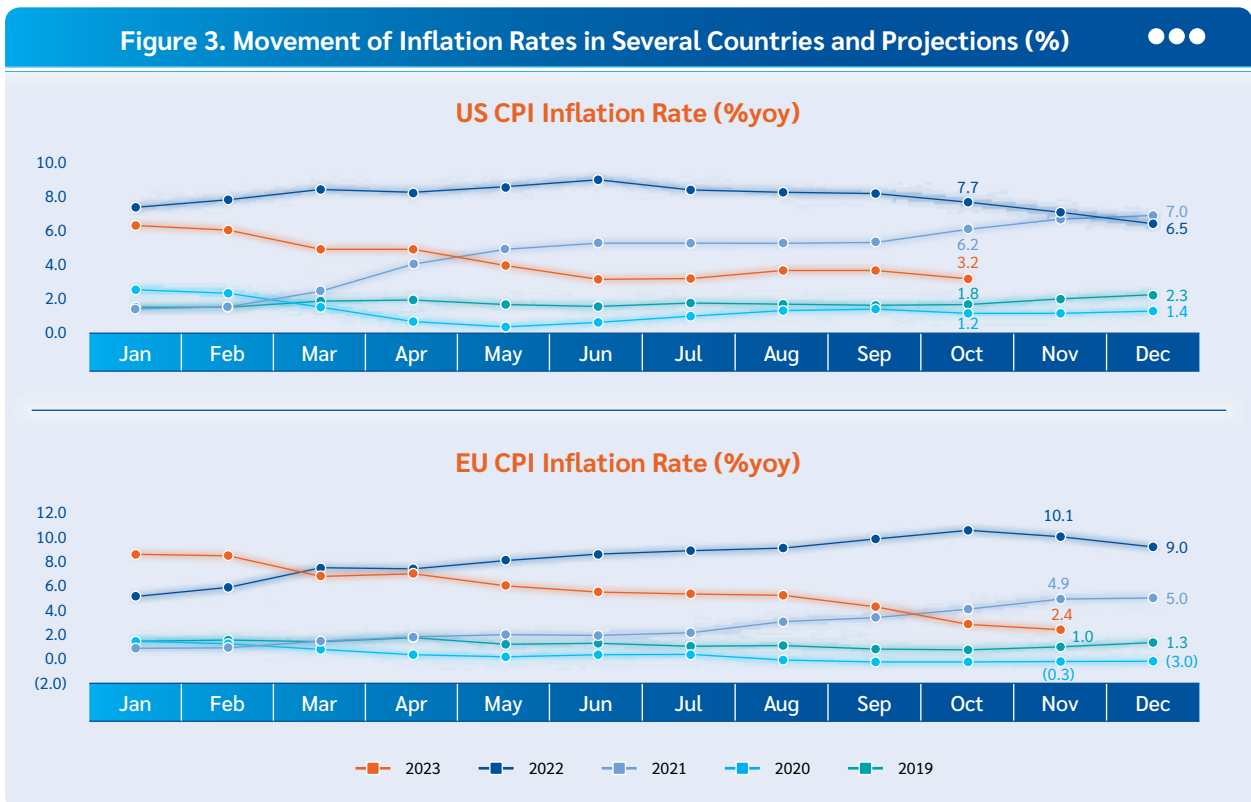


■ Economic growth      — LEI (%yoy, rhs)



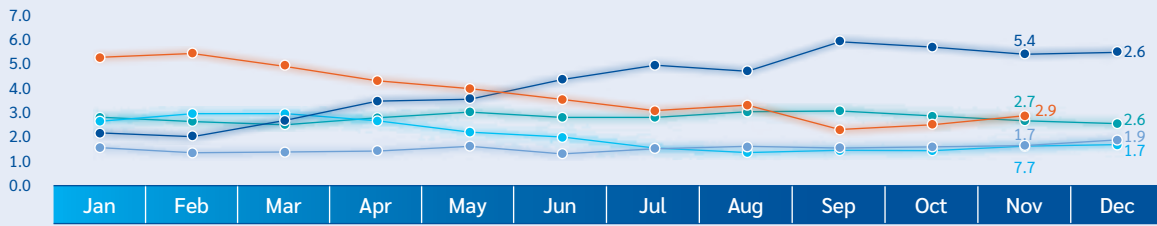
The rate of decline in the LEI in various countries was caused by the downside risk of global economic recovery due to the high interest rates of most central banks, in line with the elevated inflation (especially in developed countries). There were at least four main challenges that needed to be monitored in the future, in line with the

rate of global economic growth which was dynamic and fluctuating. First, the global inflation trend was historically quite high (Figure 3). The inflation rate in various countries is currently on a downward trend, but remains higher than normal conditions (pre-pandemic in 2019).

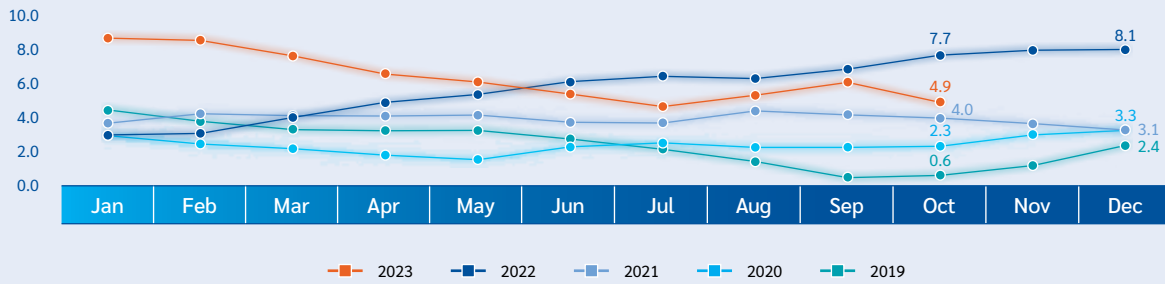




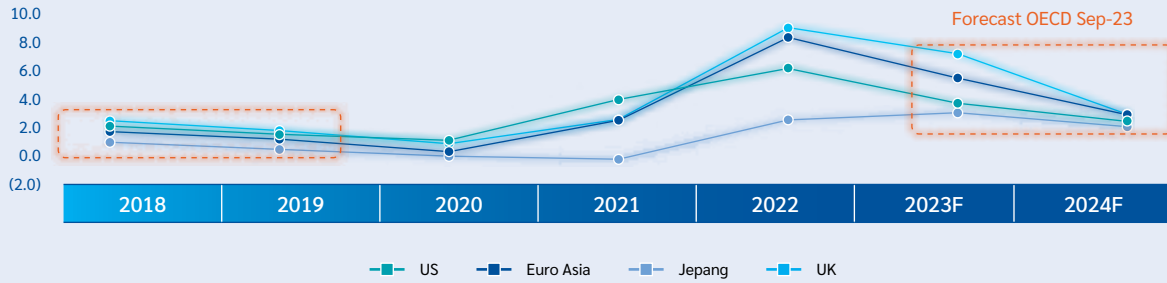
### Indonesia CPI Inflation Rate (%yoy)



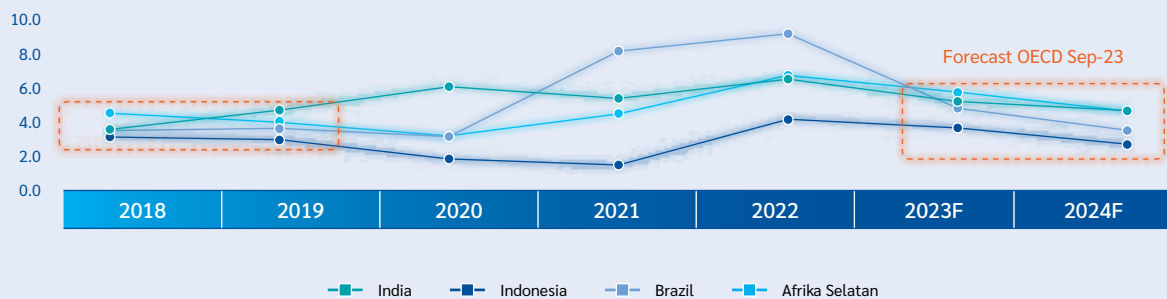
### Philippines CPI Inflation Rate (%yoy)



### CPI Inflation Rate Projections for Several Developed Countries from the OECD



### CPI Inflation Rate Projections for Several Developing Countries from the OECD

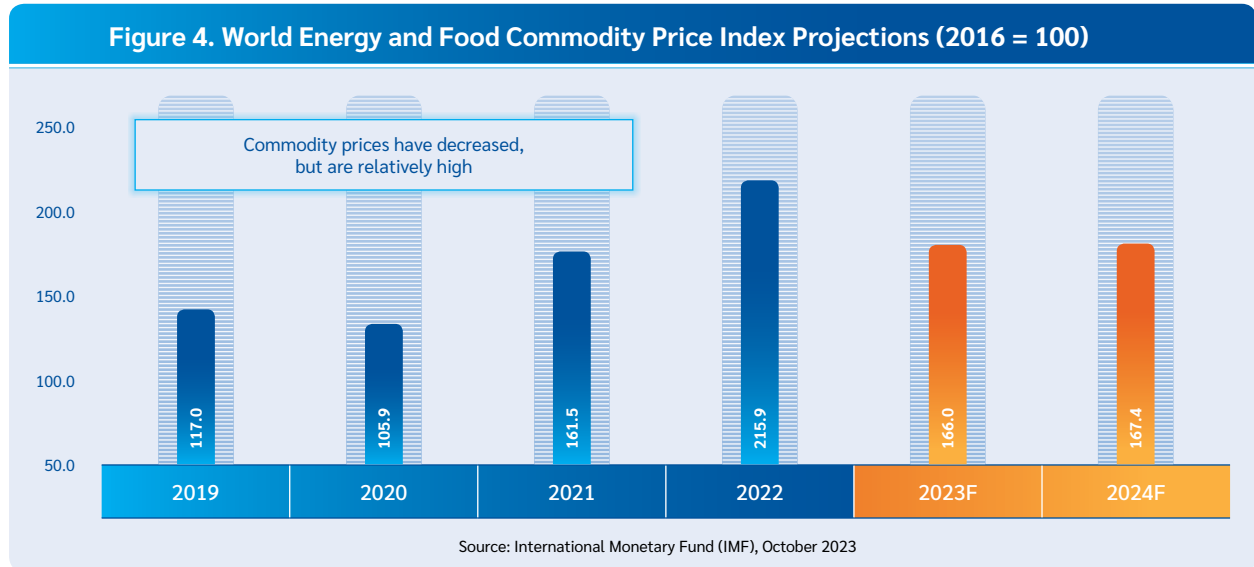


Source: CEIC and OECD, September 2023, Data processed



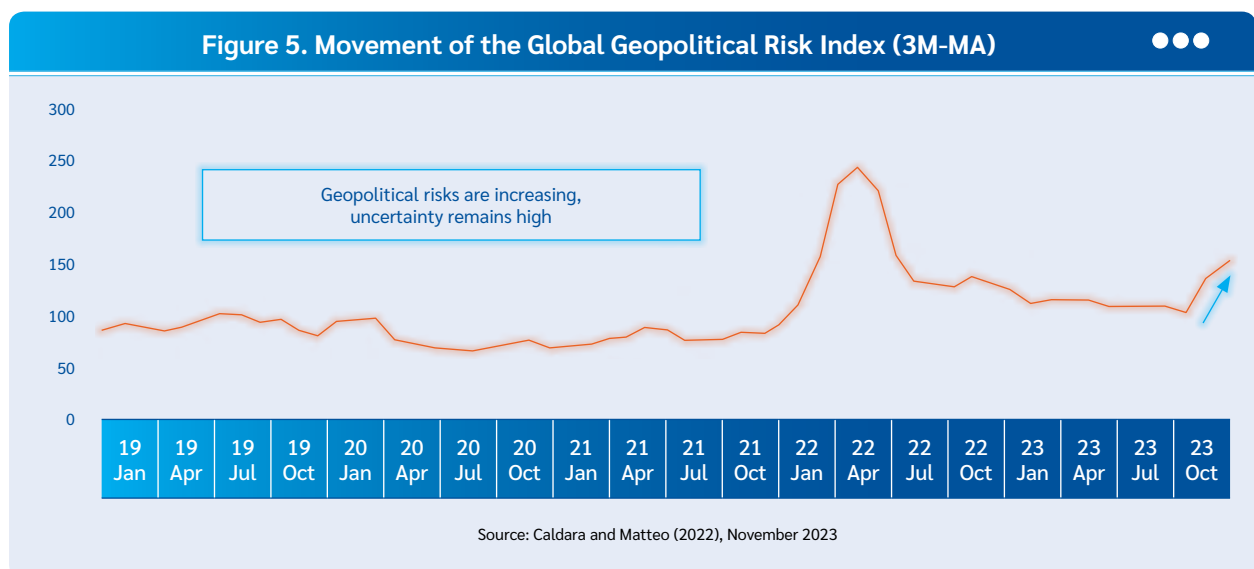
Inflation pressure is predicted to remain high in 2024 due to cost push inflation due to projected global commodity prices (energy and food) which were quite high, both energy and food commodities (Figure 4). In terms of energy commodities, prices were expected to remain high, especially for crude oil due to cuts

in oil production by OPEC. Meanwhile, on the food commodity side, weather disruption due to the El-Nino phenomenon disrupted food production activities and could push up food prices.



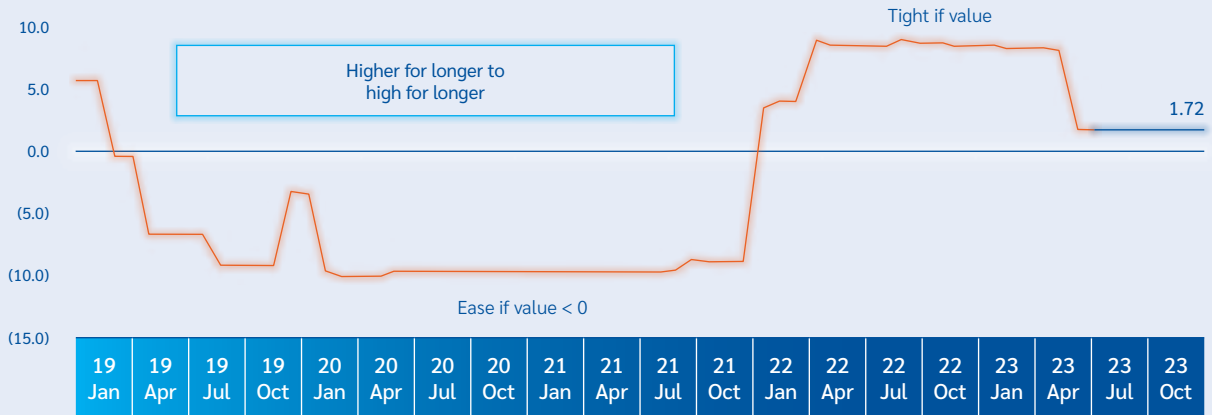
Second, uncertain geopolitical conditions (Figure 5), could trigger another disruption in the supply chain of primary goods and energy commodities, which could have an impact on increasing global inflation. Third, monetary policy by various central banks in the world was expected to last for a relatively longer period of time or what is known as “higher for longer” (Figure 6). The continued tightness of global monetary policy could suppress loan growth, which in turn could have a negative

impact on global economic growth. In financial markets, tight monetary policy reduce global liquidity, which could ultimately trigger instability in the global financial system. Fourth, China’s economic recovery was lower than previously estimated due to slowing industrial activity and consumer demand. This was caused by the ongoing property crisis, weak consumer confidence and high unemployment rates in the productive age group.





**Figure 6. Movement and Projections of the Global Monetary Policy Tracker Index**

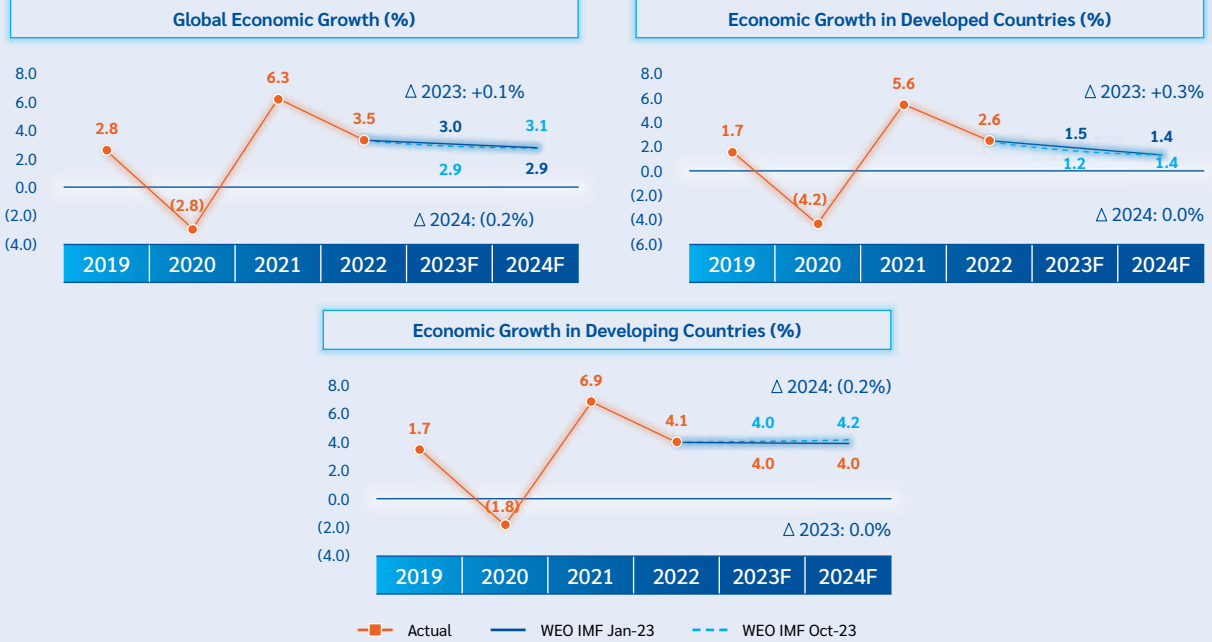


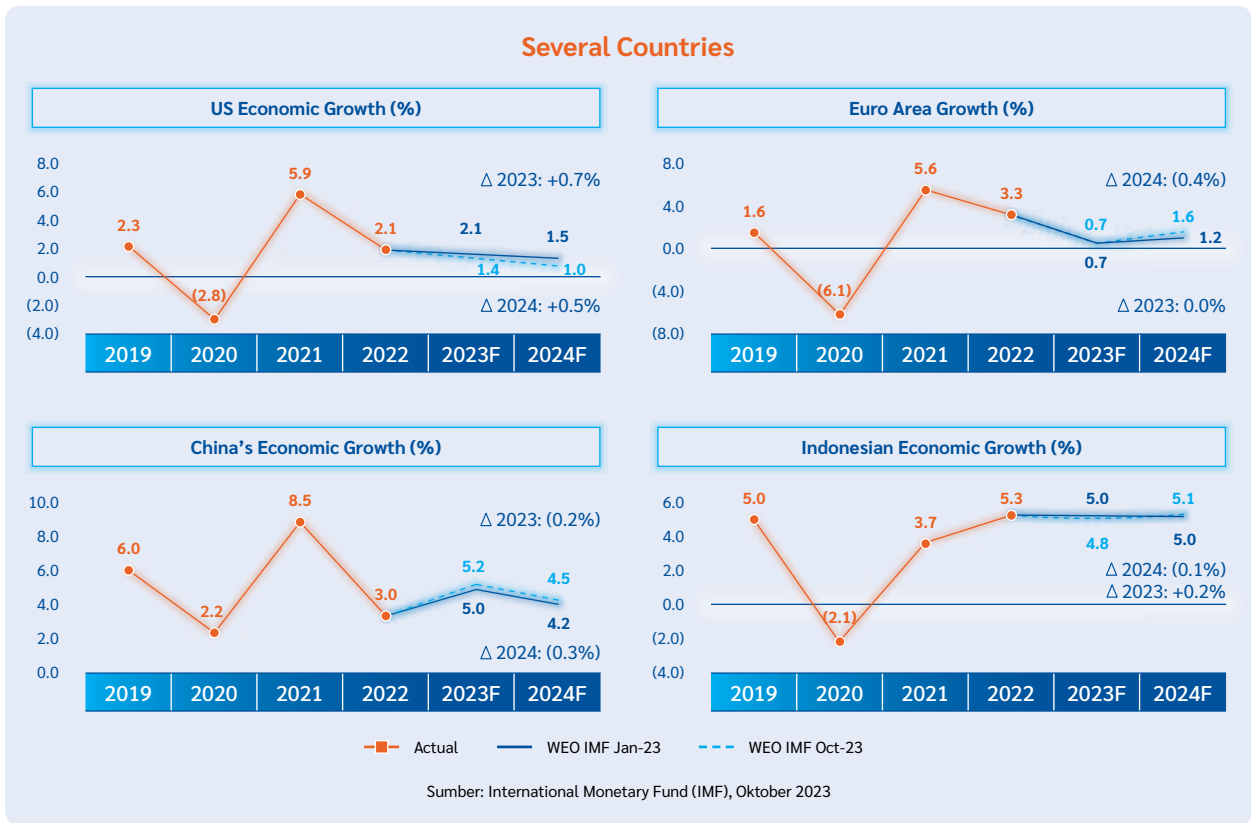
Source: Caldara and Matteo (2022), November 2023

The combination of these various challenges was expected to have a negative impact on the pace of global economic recovery in 2023 and 2024. In more detail, the IMF estimated that an economic slowdown in 2024 would occur in many countries, especially the US and China (Figure 7).

**Figure 7. Economic Growth Projections for Several Countries in the World (%)**

**By Region**





## Domestic Economic Analysis

The slowing global economy started to have an impact on the rate of national economic growth. In 2023, the full year national economy grew by 5.05%, lower than the previous year's 5.31%. This slowdown was in line with the slowdown in economic growth of Indonesia's main trading partners in the same period, including: India and the European Union. In that period, India's

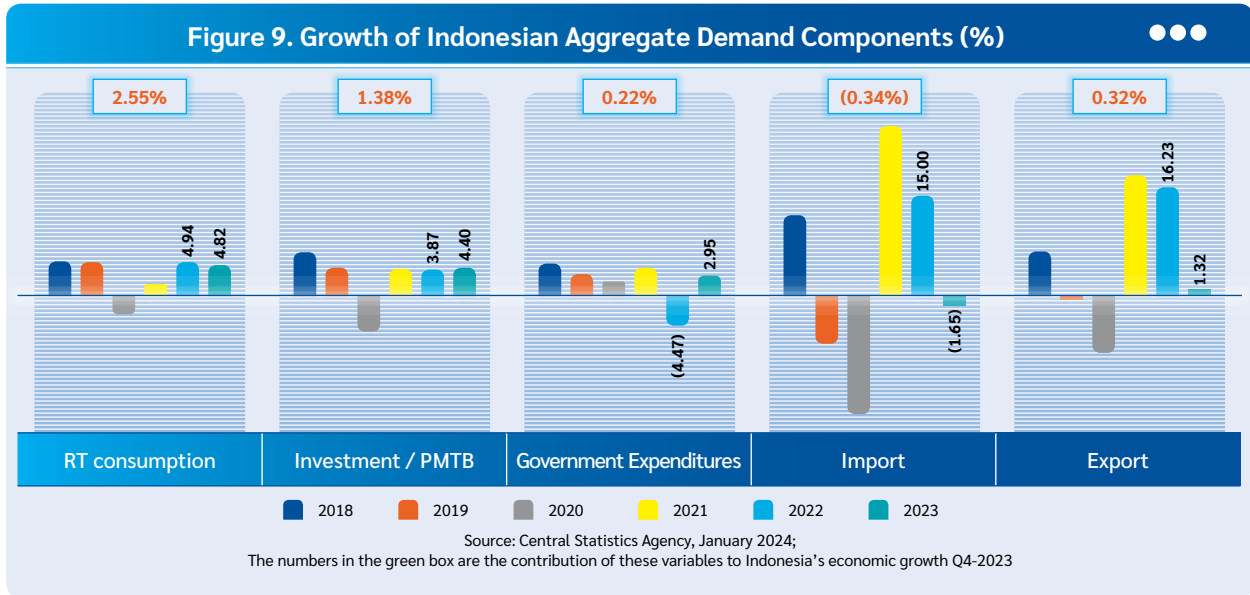
economic growth was recorded at 6.3%, lower than the previous year's 7.2%. Meanwhile, the European Union's economic growth also decreased from 3.4% yoy in 2022 to 0.5% in 2023 (**Figure 8**). Meanwhile, China's economic growth increased from 3.0% in 2022 to 5.2% in 2023, supported by the easing of restrictions for the Covid-19 pandemic and various government stimuli.





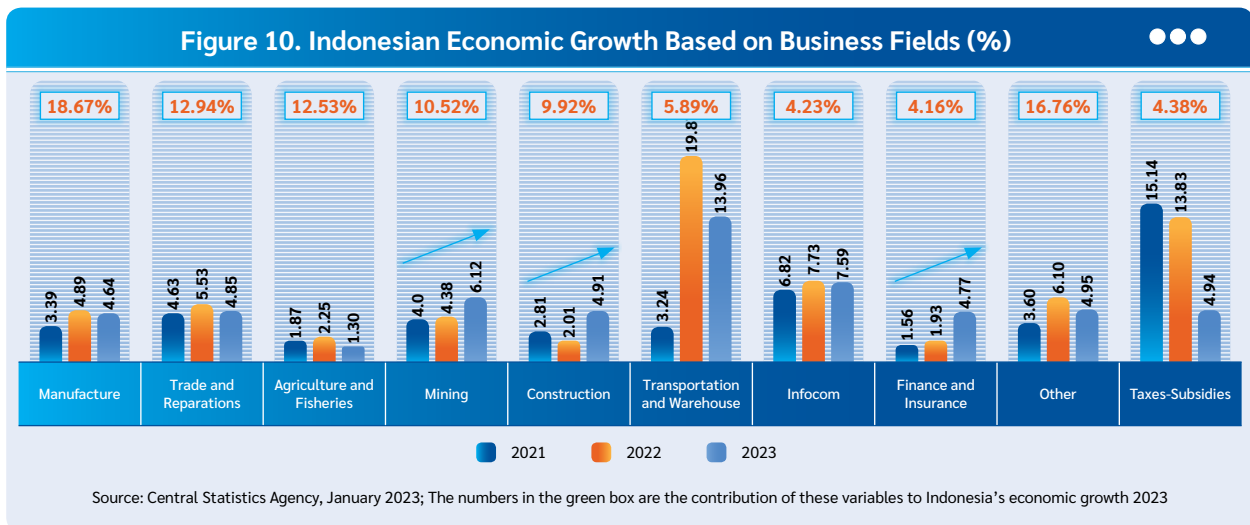
Based on aggregate demand, the national economic growth rate declined in 2023 due to slowing household consumption growth (2023 = 4.82%; 2022 = 4.94%) and slowing exports (2023 = 1.32%; 2022 = 16.23%) (Figure 9). The slowdown in domestic consumption is in line with slowing people's purchasing power, which is reflected in the worsening sales growth of retail companies and the decline in the core inflation rate. Meanwhile, exports slow down due to slowing global economic activity, especially in Indonesia's trading partner countries.

On the other hand, the investment / PMTB component increased (2023 = 4.40%; 2022 = 3.87%) supported by national strategic projects and the construction of a new capital. Another component supporting GDP growth is government spending which increased (2023 = 2.95%; 2022 = -4.47%) as the election momentum approaches and social assistance to mitigate the economic slowdown. Meanwhile, imports contracted (2023 = -1.65%; 2022 = 15.00%) as economic activity and domestic production slowed.



Sectorally, almost all business fields showed slow growth in 2023. One of the main causes was the slowdown in the manufacturing sector (2023 = 4.64%; 2022 = 4.89%) which contributed 18.67% to GDP. Apart from that, growth in the trade sector (2023 = 4.85%; 2022 = 5.53%) and agriculture (2023 = 1.30%; 2022 = 2.25%)

was also in a slowing trend. However, several sectors recorded increased growth, namely the financial, construction and mining sectors. Meanwhile, spatially, economic growth was quite strong throughout Indonesia, especially in Kalimantan, supported by the new capital development project.



In the future, Indonesia's economic growth is predicted to modestly slow. This is evident by monitoring the movement of Indonesia's LEI which has been decreasing and contracting. Apart from that, there was the threat of the El-Nino phenomenon which may support an increase in domestic inflation. The El-Nino period caused drought in various regions in Indonesia, which in turn could have an impact on food production activities, and lead to an increase in domestic inflation. This condition could negatively impact people's purchasing power in the short term, which could suppress national economic growth.

However, in the short term there are several driving factors that could support national economic growth, including the potential for increased government spending to support slowing public consumption, the continuation of various infrastructure projects which were delayed due to the pandemic, the potential for domestic and foreign investment in the energy and commodity sectors, and the general election in 2024. With these various conditions, Indonesia's economic growth was estimated to grow by 4.89%-5.18% in 2023 and 4.81%-5.10% in 2024

From the banking side, the annual growth rate of industrial credit is starting to increase in all economic sectors, but this needs to be addressed carefully. Credit growth in November 2023 was recorded to have increased to 9.7% yoy from 9.0% yoy in the previous month. However, this figure is lower than the position at the end of 2022 of 11.3% yoy. Even though credit growth is in a slowing phase, credit quality is relatively well maintained and stable. In December 2023, the gross value of Non-Performing Loans (NPL) was recorded to move steadily and was below 3%, namely 2.36%. Meanwhile, banking industry liquidity is increasingly limited amid policy tightening. Third Party Funds (DPK) growth slowed to 3.0% yoy in November 2023, from 8.9% yoy in the same period the previous year. TPF growth was expected to be increasingly limited due to BI's tight monetary policy and people's saving ability weakening.

**Table 1. Realization of National Economic Indicators**

Indicator	2023 (latest data)	2022	2021
Economic Growth (yoy)	5.05%	5.31%	3.70%
BI 7 Days rate	6.00%	5.50%	3.50%
Inflation (yoy)	2.61%	5.51%	1.87%
Exchange Rate (IDR/USD)	15,397	15,568	14,253
National Credit Growth	9.74%	11.35%	5.24%
National TPF Growth	3.04%	9.01%	12.21%
Gross Non-Performing Loans	2.36%	2.44%	3.00%

Source : Bank Indonesia, CEIC, Bloomberg, SPI OJK November 2023

## Banking Industry Analysis

In the midst of high US interest rates and the belief that this condition will last longer than previously estimated, the Indonesian banking industry remains stable and resilient, supported by the Capital Adequacy Ratio (CAR) as of November 2023 at the level of 25.82%, an increase of 2, 40% compared to the same period in the previous year, indicating the adequacy of industry capital in facing global conditions which are characterized by VUCA, It is Volatility, Uncertainty, Complexity and Ambiguity. Apart from that, there is tightening liquidity in the banking industry as shown by the Loan to Deposit Ratio (LDR) in November 2023 of 84.78% or an increase of 5.18% compared to November 2022.

In November 2023, total assets in the national banking industry was reached IDR 11,428 trillion or an increase of 5.1% yoy. The same trend occurred in commercial bank loans which grew 9.7% yoy to IDR 6,966 trillion. This shows that demand for credit in Indonesia is quite strong amidst economic and political uncertainty during the election era. The number of Covid-19 restructuring loans also continues to decline in line with national economic growth with credit quality remaining maintained with Non-Performing Loans (NPL) in November 2023 amounting to 2.36%, which is an improvement compared to November 2022 of 2.65%. Credit quality is currently controlled below the maximum level of 5% set by the regulator. Apart from that, Third Party Funds (TPF) also grew positively by 3.0% yoy to IDR 8,216 trillion.



In terms of profitability, the national banking industry recorded an increase in profitability as indicated by an increase in ROA. The ROA of the Banking Industry in November 2023 reached 2.72%,

better than November 2022 of 2.47%. The banking industry recorded a net profit in November 2023 of IDR 221,626 billion or a significant increase of 18.2% compared to November 2022.

**Table of Performance Banking Industry**

Indikator	Nov 2023	Nov 2022	2022	2021	2020	2019
Assets (IDR billion )	<b>11,427,957</b>	10,874,853	11,113,321	10,112,304	9,177,894	8,562,974
Third Party Funds (IDR billion )	<b>8,216,207</b>	7,974,132	8,153,590	7,479,463	6,665,390	5,998,648
Loans (IDR billion )	<b>6,965,899</b>	6,347,472	6,423,564	5,768,585	5,481,560	5,616,992
Net Profit (IDR billion )	<b>221,626</b>	187,579	201,187	140,206	104,718	156,487
Capital Adequacy Ratio /CAR (%)	<b>27.86</b>	25.47	25.66	25.67	23.89	23.40
Non Performing Loan /NPL Gross (%)	<b>2.36</b>	2.65	2.44	3.00	3.06	2.53
Net Interest Margin (NIM) (%)	<b>4.83</b>	4.70	4.71	4.51	4.45	4.91
Return on Assets /ROA (%)	<b>2.72</b>	2.47	2.43	1.84	1.59	2.47
Operating Expenses and Operating Income/BOPO (%)	<b>76.80</b>	77.51	78.65	83.58	86.58	79.39
Loan to Deposits Ratio / LDR (%)	<b>84.78</b>	79.60	78.78	77.13	82.54	94.43

Source: Indonesian Banking Statistics, Otoritas Jasa Keuangan, November 2023

## Analysis of BRI's Position In The Banking Industry

As a comparison of BRI's performance against the banking industry, the following is a breakdown of BRI's growth performance compared to the general banking industry.

**Table of BRI's Growth Performance Compared to the Banking Industry**

(Bank Only, in % CAGR 2019-2023)

Performance	BRI	Banking Industry
Asset	<b>9,15%</b>	7,96%
Loan	<b>8,25%</b>	5,97%
Thrid Party Funds	<b>8,75%</b>	8,41%
Interest Income	<b>6,20%</b>	4,10%
Interest Expense	<b>0,21%</b>	0,07%
Net Interest Income	<b>8,72%</b>	8,20%
Operational Income Other Than Interest	<b>7,53%</b>	6,54%

Performance	BRI	Banking Industry
Operational Expenses Other Than Interest	8,32%	9,47%
Operational Profit	11,91%	11,33%
Net profit	11,90%	11,55%

Source : BRI Financial Report November 2023; Indonesian Banking Statistics (BPS), Otoritas Jasa Keuangan (OJK), November 2023

The total loans distributed by BRI until November 2023 reached IDR 776.6 trillion. BRI's credit growth in November 2023 increased by 8.25% (CAGR 2019-2023) which was above industrial credit growth of 5.97% (CAGR 2019-2023). BRI's NPL in November 2023 was 3.24%, slightly above the industry's 2.36%, in line with BRI's strategy to accelerate the resolution of Covid-19 restructured loans by assessing credit risk in accordance with the debtor's condition and downgrading loans that cannot be restructuring can be carried out even though according to regulations it is possible to carry out restructuring and recognize the quality of the restructured loans in the current category.

In November 2023, BRI's Third Party Funds reached IDR 1,297 trillion with growth of 8.75% (CAGR 2019-2023), above the banking industry's TPF growth of 8.41% (CAGR 2019-2023). BRI is selective in TPF growth with a growth focus on CASA in line with BRI's strategy to strengthen retail banking capabilities in order to reduce the Cost of Funds. BRI's liquidity is well maintained, as can be seen from BRI's LDR for November 2023 at the level of 89.56%, higher than the Industrial LDR of 84.78%.

In carrying out its operations, BRI continues to improve efficiency and maintain productivity. The efficiency carried out is reflected in the BOPO ratio in November 2023, BRI's BOPO is at the level of 64.67%, below the BOPO in the banking industry which is at the level of 76.80%.

Achieving good performance was able to support BRI's profit achievement in November 2023 of IDR 39 trillion or growth of 11.90% (CAGR 2019-2023) above industry growth of 11.55% (CAGR 2019-2023). BRI's better net profit growth compared to the industry is supported by growth in interest income, interest expense efficiency and better growth in non-interest operating income compared to the industry.

BRI's profitability ratio is still better than the national banking industry. This can be seen from BRI's better Net Interest Margin (NIM) ratio, namely 6.89%, while the Banking Industry NIM is at 4.83%. Apart from that, Return on Assets (ROA) reached 3.10% while in industry it reached 2.72%.

Table of BRI Ratio Comparison to the Banking Industry

(Bank Only, in %)

Performance Ratio	BRI (November 2023)	Banking Industry (November 2023)
Capital Adequacy Ratio (CAR)	26,13	27,86
Non Performing Loan (NPL) Gross	3,24	2,36
Net Interest Margin (NIM)	6,89	4,83
Return on Assets (ROA)	3,10	2,72
Operating Expenses and Operating Income (BOPO)	64,67	76,80
Loan to Deposits Ratio (LDR)	89,56	84,78

Source : BRI Financial Report November 2023; Indonesian Banking Statistics (BPS), Otoritas Jasa Keuangan (OJK), November 2023



# Operational Review

## Bank Strategy

The Indonesian banking landscape in the future will be redefined by 7 (seven) trends, namely (1) Demographic developments, (2) Changes in customer behavior, (3) Implementation of Environmental, Social and Governance (ESG) based business models which have increased significantly, (4) Regulatory changes, (5) Continued low interest rate trends, (6) Advances in data and technology, and (7) Shifts in industry structure as a result of the emergence of digital financial service providers. In the future, Indonesian banking revenues were predicted to be driven by non-linear growth in 4 (four) segments (UMi, Micro, SME, and mass affluent group) and 3 (three) product categories (wealth banking, transaction banking, and multi-finance). On the other hand, the Covid-19 pandemic has significantly disrupted the national banking industry. The Covid-19 pandemic had become a catalyst for changes in consumer behavior, customers were increasingly accustomed to the use of digital technology. This encouraged the need for digital banking services to become increasingly higher and to merge with customer activities and lifestyles.

Various policies implemented by the Government regarding controlling Covid-19 succeeded in bringing Indonesia out of the pandemic. Until finally in June 2023, the Indonesian government officially revoked the pandemic status and declared Covid-19 an endemic disease. Thus, economic recovery efforts that had been promoted since the gradual lifting of the Community Activity Restrictions policy could certainly be carried out more acceleratedly in several sectors without restrictions like during the previous pandemic. As a state-owned business entity, BRI has a role in supporting national economic resilience through banking activities provided by encouraging the acceleration of financial inclusion for the Indonesian people at large. On the other hand, BRI, also a Public Company, is required to remain a business entity to maintain the quality of its business so that it can generate profits as one of the value generators for shareholders. By accommodating these two main interests, BRI has then set its long-term plan aspirations for the 2021-2025 period to become The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion with the following parameters:

1. Most Valuable Banking Group in Southeast Asia (Most Valuable Banking Group in Southeast Asia), indicated by a market capitalization value of USD 75 billion.

2. Inclusive Financial Champion, indicated by BRI's role and contribution in helping Indonesia to achieve 90% of the financial inclusion target through expanding banking services to ~55 million unbanked population.

These aspirations has been pursued through a transformation scenario entitled BRIVolution 2.0. The spirit of transformation that has been ongoing since 2018 has continued with the strengthening and sharpening of several aspects in accordance with external conditions that have experienced extreme changes. BRIVolution 2.0 represents the Company's spirit to create a higher quality, stronger and more sustainable BRI.

BRIVolution 2.0 has been implemented in 3 (three) persistent phases interconnected with each other. 2021 and 2022 became the initial phase of the journey where in this period; the Company focused on internal strengthening as a provision to scale up and scope up business coverage in 2023 and 2024, in order to maintain BRI's leadership and market dominance in the Southeast Asia region in 2025 and so on.

In the era of digitalization, the banking world experienced a deep transformation through the development of information technology. Artificial intelligence (AI), cloud computing and cyber security became the main pillars that shape the new face of the financial sector. The implementation of artificial intelligence not only improved operational efficiency, but also strengthened transaction security and enables personalization of services to customers. Meanwhile, the adoption of cloud computing technology provides flexibility and faster data access, forming a responsive and dynamic banking ecosystem.

However, in this transformation journey, BRI also has responsibility for environmental, social and governance (ESG) factors. BRI increasingly realizes the importance of sustainability in banking business strategy. By integrating ESG and IT principles into the company's strategic plan, BRI not only meets the expectations of a market that is increasingly focused on sustainability, but also creates a solid business foundation for the future. Sustainability is not just an option, but a foundation for building an independent and inclusive society.



Amidst all the innovations, cyber security also stands out as a key aspect that should not be overlooked. Digital banking is faced with the challenges of protecting customer data and increasingly complex infrastructure. Therefore, BRI bank's future strategy is focused on efforts to strengthen BRI's retail banking business and increase the contribution of Subsidiaries to the profitability of the BRI Group by:

1. Asset and Liabilities Management (CASA, Selective Expansion, CoC Control)
2. Diversification of Growth Sources (Retail Segment, Subsidiaries)
3. Implementation of ESG Principles
4. Operational Support Reliability (Digital Capability, HC Competency, Customer Experience, Risk Management, Data Analytics)

## Short Term Strategy

BRI's short-term strategy is an integral part of the long journey of BRIVolution's transformation towards The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion in 2025. To realize this aspiration, BRI is aware of the many challenges that come from external and internal to the Company, so strategic planning is needed. responses to respond to these conditions through several short-term strategies set out in the destination statements each year. Apart from that, BRI also focuses on sustainable finance through the implementation of Environment, Social and Governance (ESG) so that BRI not only grows but also cares about business and environmental sustainability. In the short term, BRI focuses on strengthening retail banking capabilities to encourage increased market control amidst massive competition in the banking industry. BRI's short-term strategic focus for 2023 included as follows:

### 1. Financial

Increasing BRI's profitability through strengthening the business of each segment, by focusing on:

- a. Micro Banking by strengthening the micro segment through the rejuvenation of conventional products and the use of technology in the form of micro lending and micropayments, as well as rejuvenating the micro organizational structure to increase coordination efficiency.
- b. Retail Banking by strengthening the ecosystem-based retail segment, optimizing value chain potential through digitizing business processes and focusing on improving the quality of retail credit
- c. Wholesale Banking by digitizing reliable business processes and becoming a feeder to other segments.

### 2. Product and Services

Digitalizing business processes to reduce overhead costs and as an effort to improve services to customers through developing customer-centric products, strengthening IT system reliability, complaint handling management, and creating a risk-aware culture. Some of the business process digitalization initiatives that BRI has carried out in each segment include:

- a. Micro through the creation of a new business model through the Loan officer scheme of hiring agents, expanding the PARI application business, as well as increasing the capacity of BRILink Agent services.
- b. SMEs through strengthening transaction led business models, business value chains, rejuvenating the early warning system for SME loans assessment.
- c. Funding through strengthening BRImo's capabilities as a super App and executing a close loop payment ecosystem to encourage an increase in savings market share.
- d. Corporate and Institutional through strengthening and improving the performance of the Qlola platform.
- e. Treasury and Global Services through digitizing customer driven products through the trade asset distribution business program, updating BRIfx 1.2, digitizing QRIS banknotes transactions, and developing the RDN transaction feature at BRImo.
- f. Risk through improving superior operational services through the use of artificial intelligence and zero tolerance for fraud as well as strengthening end-to-end IT governance and utilization of the talent mix.
- g. Operations through the implementation of a payment hub for payment system integration and improving BRISPOT as a powerful sales tool, digital assessment and loan platform.
- h. Network through digitalization of contact centers and strengthening complaint handling.

### 3. Culture Capabilities

It is strengthening a culture that supports sustainable growth through increasing employee capabilities, sharpening a risk-aware culture through the integration of BRILian Ways, integration of BRI One Culture in the BRI Group to support effective organization and strengthening innovation management. Several initiatives undertaken by BRI to strengthen culture in each segment include:

- a. Micro by increasing the capabilities of loan analysts through education and developing reliable supporting tools.



- b. SME by increasing RM SME productivity in terms of recruitment patterns, providing tools and models in planning and performance reviews.
  - c. Funding through business refocusing and strengthening the role of Metro area Branch Offices to support improved retail banking services and capabilities.
  - d. Corporate and Institutional through increasing RM building capabilities both in terms of knowledge and talent pooling.
  - e. Treasury and Global Services through business development of overseas work units by preparing feasibility studies and overseas network proposals in Europe
  - f. IT through digital talent transformation in facing digital era competition.
  - g. Networking through the transformation of bank operational officers in work units to focus on sales activities through frontliner roles and other functions more dynamically.
4. Network Optimization
- Optimizing BRI's work network and improving customer experience through business process re-engineering, structuring work networks, increasing the role of BRILink Agents to expand reach to customers, increasing operational system reliability, competitive merchant solutions and optimizing alternative channels to support self-service transactions. Several initiatives that BRI has carried out to optimize its work network and strengthen customer experience for each business line include:
- a. Retail by increasing digital capabilities through digital consumer loans marketing platform initiatives.
  - b. Funding through improving merchant business processes and through increasing success rates, improving unbalanced payments, merchant development, improving end of day EC. business model development
  - c. Treasury and Global Services through process improvements and more effective monitoring of business activities through upgrading Guava version 3.3, developing the Bank Line Analysis System, digitizing the implementation of MR in the BRI custodian system.
  - d. IT through the use of open APIs to support superApps and hyper ecosystem applications, improving IT platform resilience to support the open banking era, data driven organization to support decision driven and data analysis, and agile IT governance to support IT level maturity.
  - e. Operations through the implementation of centralized operations console, reconciliation and end to end cash management.
  - f. Network through regional potential studies and business process re-engineering by implementing automation and digitalization of transactions in banking halls through developing remote channel capabilities in order to increase the effectiveness of customer service, as well as operational business processes.

## Medium Term Strategy

BRI's innovation and exploration of new sources of growth have implications for the Company's increasingly complex business. On the other hand, post-pandemic instability requires BRI to remain agile in responding to business challenges and opportunities both now and in the future. In general, BRI's short-term strategy refers to the long-term strategy framework (Corporate Plan 2021-2025) which focuses on 5 (five) main business pillars, namely Micro, Small and Medium Segments, Consumer, Corporate (including Treasury and Global Services), and Subsidiaries. The five will be supported by reliable digital technology capabilities, competent human capital capacity, and careful distribution channel management. For this reason, in 2023-2025 the corporate strategy, BRI implements:

1. **CASA Sustainability**  
Increasing CASA market share, by developing the ecosystem through territorial control and referrals by relying on transaction tools and cash in/cash out capability.
2. **Focus on Quality of Growth**  
BRI's productive assets grow with maintained quality, focusing on assets with high returns and accelerating new sources of growth.
3. **Optimalisasi Sinergi Entitas Anak**  
Acceleration of increasing the business scale of Subsidiaries either through synergy or independently and expanding the scope of the Parent Entity's business, completing the Post Implementation Plan for UMI as a source of new growth in line with the implementation of BRI one culture.
4. **ESG Principle Implementation**  
BRI commits to implementing business management principles that follow the values of good business governance to have a positive impact on the environment (deliver value beyond profit).
5. **Excellence Enablers**  
Continuing to strengthen worker capabilities, system reliability, services and networks, as well as analytical data to provide superior quality banking services.

## Long Term Strategy

Digital transformation has changed the banking paradigm by introducing technologies such as artificial intelligence (AI), big data analysis, and digital banking services. BRI is moving from a traditional model to a decentralized model, offering higher efficiency, faster service and better security. As consumer behavior changes, increasingly prioritizing personal and instant experiences, the bank must adapt by providing responsive services and prioritizing transaction security. In the midst of global conditions full of uncertainty, BRI's long-term strategy must integrate cross-border collaboration, portfolio diversification, and corporate social responsibility to manage risks and answer sustainability demands. BRI continually evaluates the Company's Long Term Plan under

the name BRIVolution to maintain relevance company with ever-changing changes.

In 2023, BRI used BRIVolution 2.0 (Company Long Term Plan 2021 - 2025) with the company's vision to become "The Most Valuable Banking Group in Southeast Asia and Champions of Financial Inclusion" in 2025. BRI carried the theme Strengthen

## Marketing Aspect

### Marketing Strategy

In order to increase BRI's business in terms of income, savings, and loans, support for integrated marketing activities between BRI products, services, and services is needed (integrated marketing communication). The integrated marketing strategy aims not only to increase sales of products, services and programs owned by BRI, but is also needed to increase awareness and consideration, consideration, knowledge and engagement with existing customers (increasing loyalty) and prospective customers (increasing awareness, consideration and purchase intention) according to the customer's life journey so that BRI's business can continue to develop and be sustainable. It is hoped that by implementing an integrated marketing communication strategy combined with the use of effective and efficient media, optimal awareness and consideration will be achieved as well as appropriate and

Retail Banking Capabilities in 2023. In 2023 was the expansion stage of the 3 (three) BRI transformation phases, namely:

1. Strengthening main business (2021-2023)
2. Increasing the scale and scope of BRI Group's business (2024)
3. Maintaining top tier status in Southeast Asia (2025)

relevant positioning for each target audience in each segment so as to increase brand value for BRI.

BRI routinely carries out Brand Health Tracking (BHT) to monitor brand achievements so that in the future it can set target levels of consideration and brand image in accordance with market competitive conditions. BRI can maintain rank 1 (one) at several consideration levels such as the BRI Simpedes Savings brand and BRIguna Credit. Apart from that, BRI can also obtain a consideration level for the BRI Giro brand by achieving rank 2 (target rank 3), as well as maintaining a consideration position for the BRI BritAma and BRImo Savings brands. In the future, BRI will add conversations on social media and blogs in the top 3 (three) rankings for KPI brands.

In order to reach a wider market, carry out financial literacy and maintain engagement with customers packaged in an attractive way, here are several of BRI's superior programs in 2023, including:

#### 1. Pesta Rakyat Simpedes (PRS) 2023



Pesta Rakyat Simpedes (PRS) or Simpedes Folk Festival is an annual event presented by BRI Simpedes Savings and also makes the Pesta Rakyat Simpedes a campaign activity for BRI Simpedes Savings and empowers MSME customers with attractive and educational packaging. Pesta Rakyat Simpedes in 2023 was packaged with a hybrid method (offline and online streaming), with the theme "Confident in Seizing Opportunities", which together with BRI Simpedes Savings is here to encourage MSMEs to be



more confident in taking advantage of all new business opportunities to become winners in the future. The Simpedes Folk Party carries 6 pillars, namely:

1. Market: It is an MSME Bazaar that provides MSMEs with opportunities to develop their business, as well as improve the transaction ecosystem in the Micro business segment.
2. Stage: This is entertainment and educational content in the PRS event which is packaged in a music and knowledge stage with an edutainment concept.



3. Parade: This is a series of PRS activities in the form of an Internal Parade, namely raiding markets/other business centers in the period of 1 week before the PRS event is held, while an External Parade is a demonstration by communities and BRI-assisted clusters which is paraded on the main street of PRS City.
4. X'sis Corner: It is a forum/community corner that provides an opportunity for a community to express itself. The aim is to open opportunities for BRI's micro business segment to enter the community ecosystem.
5. Caring: The Caring Pillar is realized through free health checks, blood donations and other charity activities.
6. Harvest: Ceremonial presentation of prizes to the winners of the Simpedes Prize Harvest Program which was previously drawn. BRI shares game prize and door prizes during the PRS event.

The 2023 Pesta Rakyat Simpedes was held at 382 points throughout Indonesia from west to east Indonesia. Of the 382 points, the Main Pesta Rakyat Simpedes was held in 5 (five) cities, including Bandung, Denpasar, Makassar, Malang and Yogyakarta. Meanwhile, the Territorial Simpedes Folk Festival was held in 15 cities, namely Medan, Bukit Tinggi, Palembang, Tasikmalaya, Purwokerto, Pekanbaru, Pati, Gresik, Lampung, Singkawang, Samarinda, Kendari, Palu, Madiun and Sorong and other points were held at the BRI Branch Office level spreading across 382 cities/regencies/sub-districts. Pesta Rakyat Simpedes event was successfully attended by 4,945 MSME players and as many as 264,195 visitors. Pesta Rakyat Simpedes 2023 was even more lively with various special prizes and the Simpedes Prize Harvest draw as the highlight of this year's party.

## 2. UMKM EXPO(RT) BRILIANPRENEUR 2023



BRILIANPRENEUR is an annual event held by BRI since 2019. This year the UMKM EXPO(RT) BRILIANPRENEUR 2023, which was part of BRI's 128th anniversary, was held at the Jakarta Convention Center on December 7-10, 2023 with the theme "Crafting Global Connection". BRI invited 700 curated MSMEs and there were five categories of MSME EXPO(RT) BRILIANPRENEUR this year that could participate, namely home decor and craft, food and beverage, accessories and beauty, and fashion and literature, as well as healthcare/wellness. The MSME EXPO(RT) BRILIANPRENEUR event itself was organized by BRI as a means of business matching between Indonesian MSMEs and foreign consumers, so that it was hoped that it was able to develop MSME players to go global and increase national exports. Opened by the President

of the Republic of Indonesia Joko Widodo, MSME EXPO(RT) BRILIANPRENEUR 2023 succeeded in recording a business matching sales value of USD 81.3 million dollars or around IDR1.26 trillion (assuming an exchange rate of IDR15,500 per USD). The value of the agreement through business matching continued to increase from year to year this event was held. As is known, in 2019 the value of business matching reached USD33.5 million, increasing in 2020 to USD57.5 million and in 2021 again increasing to USD72.1 million. Then in 2022 the value reached USD76.7 million. Indonesian SOEs Minister Erick Thohir appreciated the various programs that had been implemented by BRI, including empowerment programs such as MSME EXPO(RT) BRILIANPRENEUR 2023 which have proven successful in turning around the economy as a whole.

## 3. KPR BRI Property Expo



KPR BRI Property Expo is a marketing event for KPR BRI in collaboration with selected developer partners. This activity aims to make it easier for BRI customers and prospective customers to choose and buy a house using BRI KPR. During 2023, the KPR BRI Property Expo will be held in 4 cities, including Bandung, Medan, Makassar, and Semarang.

BRI customers and prospective debtors could also enjoy convenience through the HOMESPOT digital platform as a mortgage ecosystem engine which is a one stop solution digital platform, which allowed end users or visitors, partner developers, property brokers, insurance, contractors to be connected in one ecosystem. Green Housing Financing was also presented as a form of support and concrete steps for

BRI in green environmental development. BRI acted as a banking pioneer that provided housing financing with a green concept.

There are several KPR BRI Property Expo 2023 series, including talk shows, podcasts, master classes, various competitions such as fashion shows, modern dance, MUA competitions, and coloring competitions, as well as consultation sessions with interior design experts from Informa. BRI also collaborates with home and living merchants from Informa and Informa Custom Furniture. Not only a series of events but various interesting promotions are also presented by BRI. Starting from discounts and direct discounts using BRI Debit Cards, BRI Credit Cards, and BRIImo.

#### 4. BritAma Tanam Kebajikan



BRI through the BriAma Tanam Kebajikan or BritAma Planting Virtue program encouraged environmental sustainability. In this case, BRI converted customers who opened a digital BritAma Savings account with a minimum balance of IDR1 million into 1 mangrove tree donated through the mangrove planting program together with BenihBaik. The BritAma Tanam Kebajikan program was a form of collaboration between BRI and BenihBaik, as an effort to increase customer awareness of planting mangrove trees, and roadshows were held in various areas from universities to shopping centers. This program invited the academic community and the community to participate in planting mangrove trees. The University of Indonesia was the first destination in this road show, followed by Gajah Mada University, Trans Studio Mall Bali, Airlangga University, Delipark Mall Medan, Hasanudin University, and Duta Mall Banjarmasin. The event was enlivened by various activities ranging from futsal competitions, MSME bazaars, charity, inspirational talk shows with public figures, art performances to entertainment from artists

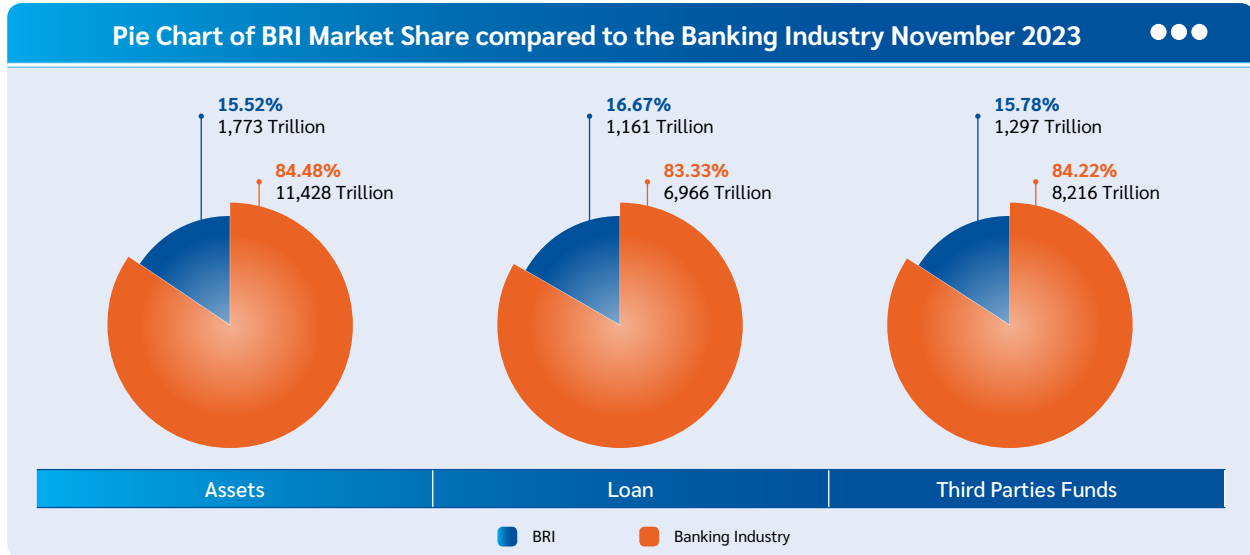
from the capital city. The BritAma Planting Virtue program with BenihBaik collected 33,000 Mangrove Trees planted in various regions in Indonesia. These include Lampung, Semarang, Makassar, Banjarmasin, Bali, and Papua. The BritAma Planting Virtue planting ceremony was held directly in Tanjung Benoa Bali on December 4, 2023 and had a positive impact on BRI customers and the Indonesian people because it was a form of BRI's commitment to always giving meaning to Indonesia. BRI realizes that steps to preserve the earth need to be encouraged. Because the increase air pollution shows the importance of planting trees.

Apart from the programs above, BRI also actively carried out various activities aimed at increasing awareness and consideration, acquisition, and loyalty to customers in various segments, in the form of activation activities, sponsorships, and conducting campaigns through mass media, social media, and other media to reach the target audience for each product.



## Market Share

BRI's position compared to the banking industry can be seen based on the total assets, the total amount of third party funds, and the total loans disbursed as follows.



**Table of BRI Market Share compared to the Banking Industry**

(In IDR Billion)

Description	Information	November 2023	November 2022	Growth yoy (%)
Assets	Banking Industry	11.427.957	10.874.853	5,1%
	BRI	1.773.849	1.679.053	5,6%
	<b>Market Share (%)</b>	<b>15,52%</b>	<b>15,44%</b>	
Loan	Banking Industry	6.965.899	6.347.472	9,7%
	BRI	1.161.218	1.014.328	14,5%
	<b>Market Share (%)</b>	<b>16,67%</b>	<b>15,98%</b>	
Third Parties Funds	Banking Industry	8.216.207	7.974.132	3,0%
	BRI	1.296.541	1.233.832	5,1%
	<b>Market Share (%)</b>	<b>15,78%</b>	<b>15,47%</b>	

Source : BRI Financial Report November 2023; Indonesian Banking Statistics (BPS), Otoritas Jasa Keuangan (OJK), November 2023

Based on total assets, BRI's total asset growth was 5.6% (yoy) or reached IDR 1,773 trillion in November 2023, surpassing the growth of the national banking industry which grew at 5.1% (yoy). Thus, in November 2023, BRI controls 15.52%, an increase compared to November 2022 which was 15.44% of total national banking assets of IDR 11,428 trillion.

On the loan side, until November 2023 BRI succeeded in growing loans 14.5% (yoy) to IDR 1,161 trillion. BRI's credit growth was above national banking credit growth which grew by 9.7% (yoy), reaching IDR 6,966 trillion. Thus, in November 2023 BRI's credit market share of the total banking industry reached 16.67%, an

increase compared to November 2022 which was 15.98%. The credit growth strategy in order to increase market share is carried out through increasing the capabilities of marketers in each segment accompanied by reliable tools, improving organizational structures that increase effectiveness and business processes, providing credit selectively by optimizing value chain potential and maintaining optimum credit quality by development of support systems.

In terms of collecting Third Party Funds, the total TPF collected by BRI grew 5.1% (yoy) to IDR 1,297 trillion or reached a 15.78% increase compared to November 2022 which was 15.47% of the

total Industrial TPF Banking IDR 8,216 trillion in November 2023. This achievement was of course carried out by collaborating between segments to increase BRI's market share in the banking industry through strengthening control of merchant business in BRI's main

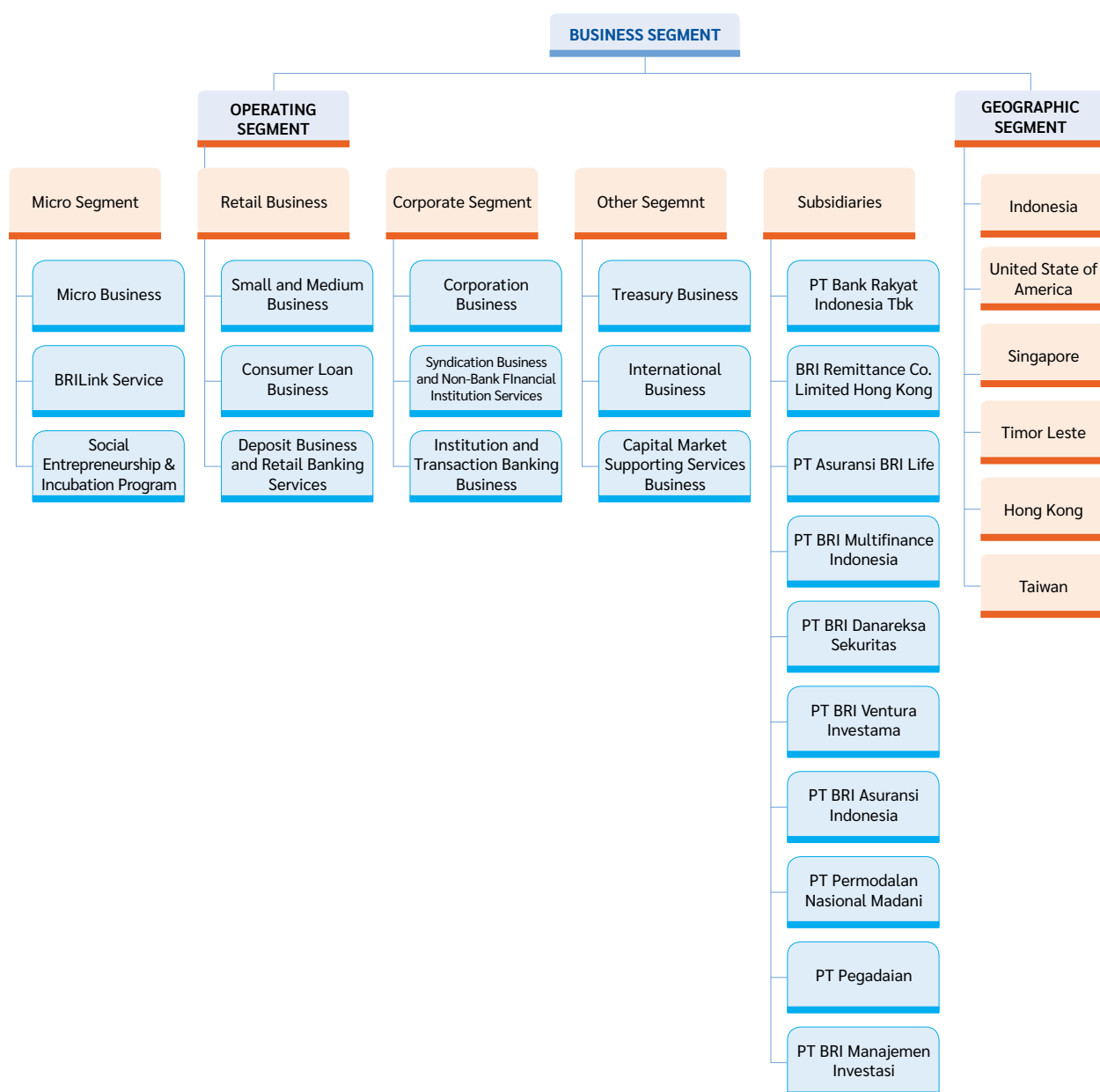
ecosystem, increasing BRI's digital banking capability BRIimo as a capable SuperApps, strengthening BRI Group synergy in increasing BRI funds, as well as business development Ultra Micro partnership and strengthening fund acquisition from the Micro ecosystem.

## Operational Review Per Business Segment

A segment is a distinguishable component of the BRI and subsidiaries that engaged either in providing certain products (operational segment), or in providing products within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments. BRI and subsidiaries present operational segments based on the internal consolidated report that is presented to the Board of Directors as the operational decision maker. BRI has identified and disclosed financial information based on main business (operational

segments) classified into micro, retail, corporate and others as well as subsidiaries, and based on geographical segments.

The geographical segment includes provision of products or services within a particular economic environment with different risks and returns compared to other operating segments in other economic environments. BRI's geographical segments divided by Indonesia, United States of America, Hong Kong, Singapore, Timor Leste and Taiwan.





## Operating Segment

### Operating Segment Explanation and Productivity

For management purposes, BRI is organized into 5 (five) operating segments based on products which are as follows:

- Micro Segment
- Retail Segment
- Corporate Segment
- Other Segments
- Subsidiaries

### Micro Segment

The micro segment is intended to serve the needs of banking products and services for individual customers and micro entrepreneurs in the context of empowering community businesses. The micro segment includes Micro Business, BRILink Services and Social Entrepreneurship and Incubation Program.

#### MICRO BUSINESS DIRECTORATE PERFORMANCE SUMMART

Entering 2023, the economic and social situation returned to normal after the pandemic. The micro segment focused on the company's aspirations to "strengthen retail banking", by developing a holistic strategy for the 2023 micro segment by encouraging commercial loan growth and controlling funds in an ecosystem based on the rural saving concept. The commercial loan growth strategy (Kupedes) became part of KUR's soft landing, in line with the implementation of the new KUR policy in 2023 which focused on customer equality and focuses on customer equality and graduation. The growth of the commercial segment (Kupedes) was driven by the customer base built during the 2020 - 2022 pandemic and recovery period of 2 million customers. With the support of big data analytical capabilities, it could generate quality growth pipelines. As a result of this strategy, the micro segment was able to grow yoy by 10.4% with NPL quality maintained at 2.4% and contributed to non-KUR loan growth yoy by 39,62%.

In 2023, the micro segment began to strengthen its third party fund collection strategy through the concept of rural savings in which the flow of funds from business actors was followed up to 2-3 layers above (suppliers, distributors and collectors) to grow micro savings by 1.64% with a cheap funds ratio of 87%. This overall strategy could be achieved by continuing the transformation of the micro segment which includes the areas of strengthening the BRI Unit organization, expanding business

processes and business models, strengthening analytical data and risk management as well as shifting the business approach of the micro segment from a finance approach to an empowerment approach.

The Micro Segment strengthened the organization by improving the revitalization of the loan officers, reorganizing the Micro Business Manager and replotting Head Units adjusted to their competencies, namely being able to compete strongly in urban or rural areas. The change in business approach to an Empowerment Approach is also demonstrated through the expansion of the Kupedes Rejuvenation business process, Simpedes BISA, KECE 2.0, KECEKU (Automatic Supplement Feature), UMi Agent Partner Business Model and enhancement of BRILink Agent services. Strengthening analytical data to support decision making, including more structured pipeline and activity management, as well as the use of customer behavior profiling to build more relevant risk management. Empowerment focused on building an ecosystem and increasing the capabilities of business actors through inclusion and literacy programs. Strengthening business synergies between entities in ultra-micro holdings with Smile outlet services, data integration and the Smile Mobile platform were also performed. This holistic strategy has been implemented in 2023 and will be the foundation for developing sustainable micro businesses in facing future challenges and competition.

#### MICRO BUSINESS

In 2023, BRI's micro business performance was generally able to record positive growth in terms of both loans and savings. This shows that BRI's micro business has strong resilience in the recovery period after the COVID-19 pandemic, which also had an impact on the national business and economic sphere. Apart from that, implementing programs and strategies relevant to the situation and conditions also became one of the keys to BRI being able to get through 2023 well. The micro-segment, which is one of the backbones of the Indonesian economy, will always be BRI's main business. BRI has been providing the best service to the micro-segment since 1895,

or 128 years as of 2023. Having professional competence in micro business, BRI is consistent and committed to continuing to contribute to the development and empowerment of micro business actors aligned with the development of their needs.

The existence of the micro business sector is an important part of BRI's business. Therefore, BRI is committed to increasing support and empowerment for the ultra-micro segment in 2023, packaged with the spirit of digital transformation, namely go smaller, go shorter, go faster. So that BRI's financial services, such as the financing distribution process, can be carried out



more quickly and at more affordable costs. Through this, it is hoped that ultra-micro business actors can maintain their businesses and quickly recover from the impact of the COVID-19 pandemic. Since 2020 BRI now also has a Micro, Small and Medium Enterprises (MSME) index called the BRI Micro and SME Index (BMSI) to measure business activity, sentiment, and expectations of micro business actors regarding national economic conditions. Based on the latest BMSI data, it can be seen that business conditions and optimism of MSME players regarding future economic recovery are increasing.

Regarding the micropayment transaction system, there were several efforts by BRI to increase its penetration during 2023, including by inviting and collaborating with traders to make cashless transactions via BRI's Quick Response Code Indonesian Standard (QRIS) instrument and the pasar.id platform as a transaction facility to bring buyers and sellers together without having to meet face to face. Apart from making cash flow calculations easier for traders, this was also to support the Government's Program to minimize the potential for COVID-19 transmission while the pandemic is ongoing. BRI continues to encourage public knowledge regarding non-cash transactions, especially QRIS so that transactions using this integrated system continue to increase. BRI believes that with a simple and safe payment system through QRIS, the businesses of micro-entrepreneurs can be helped to grow even bigger. This growth will lead to an increasingly positive pace of the national economy and improved social welfare. In 2023, the micro business loan products offered to micro customers included Kupedes, Micro People's Business Credit (KUR), and KUR Super Micro. Meanwhile, the micro business savings products available were BRI Simpedes Savings with various variants such as Simpedes General, Simpedes BISA, Simpedes TKI, Simpedes Impian, and Simpedes Usaha.

## Micro Business Products and Services

### 1. Kupedes

This is a general loan with a loan of up to IDR 500 million per debtor with a maximum term of 120 months which can be used for working capital and/or investment purposes to individual debtors who meet the requirements.

### 2. KUR Mikro

KUR Mikro is a financing facility for new micro entrepreneurs with a loan of IDR10 million-IDR100 million per debtor, which can be a Working Capital Loan (KMK) with a maximum loan period of 3 (three) years and or Investment Loan (KI) with a maximum loan period of 5 (five) years

### 3. BRIGuna Mikro

BRIGuna Mikro became a micro multipurpose loan aimed at the fixed income segment.

### 4. KUR Super Micro

KUR Super Micro is a special financing facility for new customers who have never applied for a loan, which is primarily intended for workers affected by termination of employment (layoffs) or housewives who run productive businesses with a maximum loan of IDR10 million per debtor with a maximum loan period of 3 (three) years and or Investment Loan (KI) with a maximum loan period of 5 (five) years.

### 5. BRI Simpedes Saving

BRI Simpedes Saving is a BRI savings product designed for rural communities but equipped with modern features such as ATM cards that can be used on other banking networks in the country and supported by 24-hour services from Internet Banking and Mobile Banking. There are also variants of Simpedes such as Simpedes Umum, Simpedes TKI, Simpedes Impian, and Simpedes Usaha. In addition, BRI Micro Business also has other saving products, namely: Tabunganku, SimPel (Student Saving), Term Deposito

Table of Micro Business (Productivity) Performance

Description	2023	2022	Growth	
			Nominal	%
<b>Outstanding (OS) Loans (In IDR Billion)</b>	<b>496,554</b>	<b>449,627</b>	<b>46,927</b>	<b>10.44%</b>
Kupedes	212,332	129,216	83,116	64.32%
KUR Mikro	219,927	251,498	(31,571)	(12.55%)
BRIGuna Mikro	64,295	68,912	(4,617)	(6.70%)
<b>Debtors (in billion people)</b>	<b>13.95</b>	<b>14.35</b>	<b>(0.40)</b>	<b>(2.79%)</b>
Kupedes	4.68	2.84	1.84	64.79%
KUR Mikro	8.81	10.89	(2.08)	(19.10%)
BRIGuna Mikro	0.53	0.61	(0.08)	(13.11%)



Description	2023	2022	Growth	
			Nominal	%
<b>Savings (In IDR Billion)</b>	<b>373,474</b>	<b>367,657</b>	<b>5,817</b>	<b>1.58%</b>
Current Account	1,339	1,478	(139)	(9.36%)
Deposit	48,452	43,528	4,925	11.31%
Savings	323,682	322,651	1,031	0.32%
<b>Deposit Account (in full amount)</b>	<b>173.023.568</b>	<b>158.129.614</b>	<b>14.893.954</b>	<b>9,42%</b>
Current Account	92.817	96.810	-3.993	(4,12%)
Deposit	428.651	416.891	11.760	2,82%
Savings	172.502.123	157.615.927	14.886.196	9,44%

Total outstanding micro business loans in 2023 reached IDR 496.55 trillion, an increase of 10.44% compared to 2022 which was IDR 449.63 trillion. This increase mainly came from Kupedes loans amounting to 64.32% yoy which is in line with BRI's focus on being able to grow commercial loans again and what is interesting is that almost 30% of the composition of Kupedes loans came from KUR customers who were able to move up in class both in terms of banking capabilities and increases business capabilities. This KUR customer class upgrade is in line with the Government and BRI's aspirations to continue to increase financial inclusion in the Micro segment. To encourage acceleration and increase in financial inclusion, the Government has issued new policies related to KUR, one of which is a KUR customer graduation target, a target for new KUR recipient customers and loan cycle limitations. BRI as the main bank in Indonesia operating in the Micro sector is always committed to growing together with Micro customers to create a strong and great micro segment.

### Micro Business Strategies In 2023

Micro business has long been a core competency for BRI. With the support of a wide office network and competent marketing staff, BRI has reached and served the financial service needs of micro business actors to remote areas of the country. The very large customer base became both an opportunity and a challenge for BRI to be able to optimize it to accelerate future micro business growth. However, change occurred quickly and inevitably. The ongoing pandemic had encouraged widespread adoption of technology and had an impact on people's behavior, including changing transaction and business patterns for micro-entrepreneurs. Widespread adoption of technology provided options for business actors and the micro community in general to enjoy borderless financial services and access to non-conventional commercial financing. These conditions changed the competitive landscape for micro businesses in

the future, especially with non-banking entities that provided financial technology services (P2P lending, Paylater, business bailouts, and so on).

Therefore, BRI's micro business development in the future will be carried out from a beyond banking perspective through product innovation as well as sustainable business processes and business models. The synergy between BRI, Pegadaian and PNM will be carried out in harmony to create new sources of income as a new driver for the Company's business growth (new growth engine). Micro BRI business development is focused on improving the quality of business processes in operational lines, growth and quality of commercial credit as well as developing products and business models to create new sources of income by taking several strategic steps as follows:

1. Product rejuvenation by developing turnover-based products (loans with short tenors).
2. Improving the quality of business processes includes, among other things, improving the revitalization policy for all marketing personnel in the micro segment, both for loan analysts and the positions of Assistant Micro Business Manager (AMBM) and Micro Business Manager (MBM).
3. Creating new business models through the UMi Agent partnership business scheme, business expansion (scope up) of the Pasar Rakyat Indonesia/PARI and Smile Mobile applications, CASA acquisition based on a micropayment ecosystem, as well as collective empowerment of business actors (business clusters, groups, lottery club).
4. Increasing loan analysts' capabilities with appropriate education and developing reliable supporting tools to strengthen their social role as digital instructors and financial advisors for micro business actors.

### Competitive Advantage and Micro Business Innovation

The improvements of Micro Business Loan and Third Party Funds during 2023 was attributable to the various innovations that BRI executed, such as:

#### 1. Commodity Platform (PARI)

BRI collaborates with third parties to provide solutions to commodity-based ecosystem players to more easily access digitally integrated BRI services through a commodity platform called Pasar Rakyat Indonesia (PARI). In 2023 BRI will focus on egg, fish, onion, coffee, milk, feed, cashew nuts, pineapple, cassava, rice, banana, and mango ecosystems with a total acquisition of 73,716 users, with 305,655 transactions, bailout funds of IDR6.9 trillion and gross merchandise value of IDR25.2 trillion with a total of 27,647 breeders and a total of 15,848 collectors.

#### 2. BRI Codification Business System (BRIKODES)

In line with the aspirations of BRIvolution 2.0, namely “Champion of Financial Inclusion”, BRI is increasingly strengthening its commitment to expanding the reach of financial services to all levels of society. This spirit of financial inclusion also shows that BRI, as the bank with the largest customer base in Indonesia, has been proactive in supporting the realization of the strategic achievement of national financial inclusion of 90% in 2024. To realize BRI’s aspirations as a Champion of Financial Inclusion, it needs to be supported by providing a data analytics-based database so that it can provide comprehensive information. With this information, we will be able to produce impactful strategies that are beneficial for BRI’s business performance with an innovative data management platform called “BRIKODES (BRI Codification Business System)”.

#### 3. New Pasar.id

BRI collaborated with third parties to provide solutions to business actors in the market, both traders and buyers, through an e-commerce platform called New Pasar.id to support MSME players, especially market traders, in increasing turnover through a wider sales reach. Digitalization of traditional markets aimed to drive the market economy as an effort to increase market trader turnover, expand customer reach so as to provide profits for traders, increase engagement between BRI and MSME players to support the cashless movement and increase traders’ business capabilities through capital.

#### 4. Senyum Mobile

Holding UMi aims to combine key entities that can better develop the ultra Micro segment. The ultra-micro ecosystem will help the journey of class advancement from the ultra-micro segment to the Micro segment. The ultra Micro ecosystem will play an important role in improving the landscape of the ultra Micro segment in Indonesia.

Therefore, BRI created the Smile Mobile application which is an integrated digital sales platform used by marketers to market products across entities (BRI, PNM, and Pegadaian)

#### 5. KECEKU (Auto Supplement Feature)

In an effort to efficiency and accelerate micro loans, BRI’s Micro Business innovated by creating an automatic supplement feature for existing Kupedes debtors. This feature made it easy and saved time for Credit Analysts and Debtors when applying for Kupedes loan supplementation to return to the initial limit in which the selected debtors could submit a supplementation process via the debtor’s own cellphone after receiving WhatsApp Blast from BRI Info without the need to come to the BRI Unit office.

#### 6. KECE 3.0

Ultra micro segment loan designed within the concept “go lower, go shorter, go faster” through convenience and speed. KECE 2.0 Loan became a further development from the marketed KECE 1.0 loan by referral through UMi Partners. The form of development in the KECE 2.0 loan was a process loan application services through the BRISPOT UMi Partners application. In the KECE 2.0 service process, UMi Partners became the extension of the credit analysts’ hand who could initiate loans, but it was verified by BRI (Credit Analysts of BRI). KECE Kupedes Loans could encourage performance and growth of Kupedes in BRI Unit through potential Ultra Micro customer.

### Business Strategy in Business Prospects and Micro 2024

The micro business segment is the segment with the largest portfolio at BRI and contributes positively to Indonesia’s economic growth. It is recorded that 99.62% of MSMEs in Indonesia are micro and ultra-micro business actors. In the next few years, Indonesia’s demographics are projected to increase quite rapidly (285 million people in 2025, with 67.3% of them being of productive age). In line with the population growth rate, the number of MSMEs will also experience a significant increase to reach more than 71.4 business actors in 2024. This illustrates how large the business potential of the micro segment is in the coming years.

However, the market changes very quickly and on a large scale. The long-lasting pandemic has encouraged widespread adoption of technology and has had an impact on people’s behavior, including changing transaction and business patterns for micro business actors. Widespread adoption of technology has provided options for business people and the Micro community in general to enjoy borderless financial services and access to non-conventional commercial financing. These conditions change the competitive landscape of Micro’s business in the future, especially with the presence of non-banking entities that provide financial technology services (P2P lending, paylater, business bailouts, and other similar services).



The dynamics of the micro business segment are also very volatile. The adoption of technology during the Covid-19 pandemic has had an impact on changes in the behavior of the micro segment of society who are increasingly digitally literate. It is recorded that 90.5% of MSMEs in Indonesia have smartphones and 75% of Indonesian educators are connected to the internet. However, the average digitalization index is low, namely 48.7% and is not translated into business use (BRIRINS-British Embassy Research, 2023). This condition is both a challenge and an opportunity in developing BRI's micro business segment in the medium term. The digitalization of micro business processes that BRI has carried out is one of the steps to increase productivity and work efficiency. The low business digitalization index of MSME players is an opportunity for BRI to expand its business while empowering it with digital literacy regarding the use of digital technology to help develop debtor businesses through the PARI, Pasar.id and Localoka ecosystem platforms.

In the next three years (2024-2026), BRI will strengthen the positioning of its micro businesses in society with an ecosystem centric concept and the "Empowerment is Before Financing" strategy. BRI will start monetizing the business processes and models that have been built since 2020 through the UMI partnership and ecosystem platform as a new driver for business growth. BRI is also strengthening micro human capital by merging several micro functions in regional offices into ecosystem attacker functions in order to strengthen penetration in the micropayment business. Mastery of micropayments is pursued by establishing an empowerment-based ecosystem. Thus, apart from increasing the accumulation of community savings, it is hoped that it will also be able to increase the depth of community inclusion which will have an impact on improving living standards.

BRI's micro business development also focuses on improving loans quality, increasing income through inorganic income (increasing PH recovery rate), increasing competitiveness, and risk control. In line with this, development within the current year (2024) will be pursued through several strategic steps as follows:

1. Increasing micro loan yields by focusing on the growth of quality commercial loans (Kupedes and BRIGuna) and developing turnover-based products as a new source of income.
2. Increasing competitiveness through strengthening the quality of human resources and work networks to be able to explore better business potential, especially in urban areas.
3. Improving the quality of risk control by strengthening the micro-channel control system, utilizing data analytics, and improving the quality of business operations to reduce operational risks and potential losses that may arise. Strengthening risk control is also carried out in the people aspect by rejuvenating the BRI Unit supervisor function to support the sustainability of micro businesses with more integrity.
4. Improving the LDR structure by adjusting KPIs to focus more on fund acquisition and strengthening competitiveness, especially in urban areas. The acquisition of micro funds is carried out in an ecosystem-centric manner, namely through mastering micropayments and empowering the ecosystem that has been formed to create close loop financing, so as to increase transactions and turnover of business funds at BRI.
5. Optimizing the AgenBRILink partnership as an enabler to increase the productivity and span of control of orderlies so that orderlies can focus more on providing assistance and empowerment.
6. Developing a digital business model with personal scoring to increase penetration in the digital loan market in a prudent manner.
7. Strengthening BRI Group synergy to increase fee based income from sales of Subsidiary Micro bancassurance products.
8. Improving BRISpot as a channel to increase the effectiveness of marketers' work by developing restructuring and cross-selling menus for Subsidiary Entity products.
9. Optimizing the potential of new business models (PARI, Localoka x Agen BRILINK).
10. Strengthening the function of administrative officers to increase the PH balance recovery rate.

### BRILINK SERVICE

BRI has a human machine hybrid platform called BRILink Agent. This becomes a partnership model offered by BRI to the public to expand BRI's financial services. The BRILink Agent business model applies social values in the form of community empowerment, financial inclusion, economic equity, dissemination of knowledge

about banking in its role as a Laku Pandai Agent regulated by the OJK. Meanwhile the application of economic value are through additional income for partners, mutually beneficial economic partnerships, diversification of partner businesses, extension of the bank network (operational efficiency).

**Table of BRILink Service Performance (Productivity)**

Description	2023	2022	Growth	
			Nominal	%
BRILink Agent (Agent)	740,818	627,012	113,806	18.15%
Financial Transactions (transactions)	1,096,611,311	1,078,046,509	18,564,802	1.72%

Description	2023	2022	Growth	
			Nominal	%
Fee Base Income (in IDR million)	1,558,327	1,423,600	134,727	9.46%
CASA (in IDR million)	23,390,747	20,668,150	2,722,597	13.17%
Transaction Volume (in IDR million)	1,427,583,095	1,297,654,171	129,928,924	10.01%
Savings Referrals	118,437	63,727	54,710	85.85%
Loan Referrals	3,063,826	937,720	2,126,106	226.73%

As of December 31, 2023, there were 740,818 BRILink Agents in all corners of Indonesia. This number consisted of 122,185 BRILink EDC Agents and 618,633 BRILink Mobile Agents, and was spread across more than 61.1 thousand villages throughout Indonesia. In addition, 151,950 PNM Mekaar members had become BRILink Agents as a form of BRI synergy with the BRI Group. BRILink agents can also serve MSME credit through a loan referral system and can distribute Social Assistance (Bansos) to the community. Apart from serving loan referrals through UMi BRI partners, AgenBRILink can serve savings account openings with a referral system for the basic savings account type, namely Tabunganku. AgenBRILink plays an important role in realizing true financial inclusion for all levels of Indonesian society.

Meanwhile, financial transactions grew 1.72% from 1,078 million transactions to 1,096 million transactions in 2023. This increase in the number of financial transactions reflected AgenBRILink's close, safe and sophisticated services to meet people's banking transaction needs. This increase in financial transactions was accompanied by an increase in BRILink sales volume which was recorded at IDR1,427 trillion. From transactions carried out by AgenBRILink throughout Indonesia, BRI obtained fee based income of IDR1.56 trillion at the end of December 2023. This value grew 9.46% from the same period in 2022 of IDR1.42 trillion. Apart from that, AgenBRILink also increased its acquisition of low-cost funds (CASA) by IDR23.39 trillion, growing 13.17% from 2022.

### BRILink Strategy in 2023

In 2023, BRILink focused more on increasing productivity and building the competitiveness of BRILink Agents by strengthening the Micro ecosystem with a partnership with Loan officer as BRI's marketer for the Micro segment. With 740 thousands of BRILink Agents spread throughout Indonesia and collaboration with BRI Loan officers, it is hoped that we will be able to build an independent microeconomic ecosystem, one of which is distributing loans through UMi Partner BRILink Agents. BRILink Mitra UMi Agent is an agent focused on distributing Ultra Microloans to the community, so it is hoped that it will be able to provide benefits to all MSME players in terms of providing business capital to avoid loan shark practices.

Apart from that, to improve the quality of service, AgenBRILink continues to provide new initiatives and breakthroughs by adding product/service features and maximizing partnerships with the BRI Group that are tailored to community needs along with digital business penetration so that AgenBRILink can maximize its role from just banking assistance to being a sales/marketer. In expanding reach through AgenBRILink, BRI used support tools to acquire new AgenBRILink using AI (BRIBrain) and considering regional potential (BRIKodes) in the form of behavior scoring (profiling, segmentation and pipeline) to produce quality AgenBRILink.

The number of BRILink Agents continues to increase, so it is necessary to increase the capabilities and maintain the loyalty of BRILink Agent consumers to make them more competitive. BRILink Agents' knowledge of products and marketing skills also needs to be calibrated as BRILink products and services increase. This will be accommodated by the BRILinkers application as a forum for Agents to share products, services, and ideas between BRILink Agents. Even though AgenBRILink is close to and serves the Micro BRI market, AgenBRILink is not only an enabler for certain segments but also a business collaborator serving business for the BRI Group and being a center of community, selling consumer and SME products, and providing additional business for AgenBRILink through corporate partnerships.

### BRILink Competitive Advantage and Innovation

With BRILink Agents spread over more than 740 thousand throughout Indonesia, BRILink Agents had a competitive advantage, namely making it easier for the public to make financial transactions without having to go to the Bank. BRILink agents could carry out banking transactions using EDC BRILink or BRILink Mobile in real time online. The features contained in BRILink Mobile were also continuously updated according to the needs of today's society.

BRILink innovation continued to be developed to continue to compete with other competitors which were emerging one by one, namely by implementing Android-based EDC (MPoS), of course one of BRILink's innovation breakthroughs to continue to survive and improve its performance. It was expected that



the implementation of the Android EDC made it easier for BRILink Agents to update the latest features so as to increase the competitiveness of BRILink Agents Umi partnership.

#### BRILink Business Prospects and Strategies for 2024

In 2024, in order to realize Bank Rakyat Indonesia's (BRI) commitment to continue to expand AgenBRILink services and increase financial inclusion throughout Indonesia, BRI sees the importance of transforming the role of AgenBRILink from simply providing banking transactions to a "lifestyle micro provider" that is more in touch with needs and styles. customer life in the micro segment. This transformation is part of the AgenBRILink journey which is divided into 3 (three) phases. The first phase involves AgenBRILink as a payment and banking services provider, which facilitates financial transactions. Then in the second phase, AgenBRILink takes on the role of marketing ultra micro services, which includes providing a variety of financial and non-financial services that are relevant to the needs of the Micro segment. The third phase, which is the next stage in AgenBRILink's journey, involves a transformation into a more comprehensive "lifestyle micro provider".

Along with technological developments and customer demand, considering that BRI does not have its own e-commerce platform, and the amount of money in circulation is concentrated in the groceries business segment, there is an opportunity to take advantage of the wholesale business opportunity by integrating

e-commerce features in the AgenBRILink ecosystem. Localoka, as an e-commerce platform managed by BRI, has provided solutions for micro, small and medium enterprise (MSME) groups to market their products online. The integration of the BRILink Mobile application with e-commerce is expected to have a positive impact in increasing sales potential and profits for BRILink Agents. In addition, expanding Localoka's collaboration with corporate merchants is a strategic step that supports Localoka's initial goal as a local ecosystem platform and provides added value for BRI MSME customers who have become and will become merchants on the Localoka platform. This collaboration expands business opportunities and increases AgenBRILink at Localoka, so that AgenBRILink has the opportunity to buy goods wholesale at more competitive prices through corporate merchants who collaborate with Localoka.

By managing e-commerce, BRI can provide financing facilities to customers and merchants when they carry out buying and selling transactions which can help increase BRI's CASA growth which is more stable. By maintaining the integrity of Localoka as a local ecosystem, this collaboration creates a mutually beneficial ecosystem for customers, AgenBRILink (as merchants) and BRI itself, in line with the mission of financial inclusion and local economic empowerment. Apart from that, to expand the types of services that can be served by AgenBRILink, one of which is the Pawn feature which allows people around AgenBRILink to carry out Pawn transactions and payments without having to come to the Pegadaian Outlet.

### SOCIAL ENTREPRENEURSHIP & INCUBATION PROGRAM

The Social Entrepreneurship & Incubation program includes the distribution of government programs (including Social Assistance and Farmer Cards) as well as Incubation programs (including the UMKM Upgrade program, BRILiaN Village and Village BUM, Local Inspirational Figures and Business Clusters. The description of each service description is described as follows:

1. **Social Assistance Programme (Bansos)**  
This is a government program in collaboration with the Ministry of Social Affairs of the Republic of Indonesia to distribute aid funds to the poor, underprivileged and/or vulnerable to social risks. There are 2 (two) types of social assistance programs, namely the PKH Program and the Basic Food Program, whose funds were distributed non-cash through the banking system. Aid funds can be disbursed by aid recipients via tellers, BRI e-channels or BRILink agents.
2. **Kartu Tani (Farmers Card)**  
This is a Co-Branding Debit Card in collaboration with the Ministry of Agriculture which is used to redeem subsidized fertilizer by Farmers at Complete Fertilizer Kiosks and can also be used for general banking transactions.
3. **MSMEs Upgrading**  
BRI supports increasing the capacity and capability of MSMEs through a series of programs so that MSMEs can

raise their business level and compete at a higher level. To help increase the capacity and capability of MSMEs, BRI has various platforms, namely:

- a. **Link UMKM**  
It was a digital empowerment platform that aimed to bring Indonesian MSMEs to class through integrated programs that could be accessed through websites and applications.
- b. **Rumah BUMN (SOEs House)**  
It was one of the initiative programs of the Ministry of SOEs and SOEs to empower Micro, Small and Medium Enterprises. Rumah BUMN acts as a data and information center as well as a center for education, development and digitalization of SMEs. Meanwhile, the main goal of Rumah BUMN is to increase the capacity and capability of SMEs so that quality Indonesian SMEs can be realized.
4. **Badan Usaha Milik Desa (BUM Desa) and BRILiaN Village**
  - a. **BRILiaN Village**  
The Brilliant Village Program was a village incubation Program as part of BRI's commitment to developing the potential of BRI fostered villages.

**b. BUM Desa**

BUM Desa is a legal entity established by the village to manage business, utilize assets, develop investment and productivity, provide services, and/or provide other types of businesses for the welfare of the Village community.

**5. Local Inspirational Figures**

The Inspirational Figure Programe aimed to get local community empowerment figures who could collaborate with BRI's Micro Financial Advisors in the context of developing BRI's business.

**6. Business Cluster**

It was a business group formed based on common interests, environmental conditions, and/o familiarity to improve and develop members' businesses.

**Table of Social Entrepreneurship & Incubation Programe Performance (Productivity)**

Description	2023	2022	Growth	
			Nominal	%
<b>Social Assistance Distribution (Bansos)</b>				
Family of Hope Program (PKH)				
Number of Beneficiary Families (KPM)	3,242,819	3,707,998	(465,179)	(12.55%)
Disbursement in (IDR million)	9,124,063	8,222,729	901,331	10.96%
Basic Food				
Number of Beneficiary Families	5,405,345	5,676,292	(191,680)	(3.42%)
Disbursement (in IDR million)	12,652,323	4,456,840	8,261,715	188.17%
El Nino				
Number of Beneficiary Families	5,164,353	-	-	-
Disbursement (in IDR million)	2,065,741	-	-	-
<b>Total Bansos</b>				
Disbursement (in IDR million)	23,842,128	12,613,340	11,228,788	89.02%
<b>Kartu Tani</b>				
Number of Cards Printed	6,648,833	7,398,549	(749,716)	(10.13%)
Number of Complete Fertilizer Kiosks Installed EDC	9,058	8,969	89	0.99%
Subsidized Fertilizer Redemption Volume (Tons)	1,102,609	1,280,705	(178,096)	(13.91%)
Subsidized Fertilizer Redemption Volume (Liters) *)	0	6,486	(6,486)	(100.00%)
Nominal Redemption of Subsidized Fertilizers (IDR million)	2,502,586	2,811,677	(309,091)	(10.99%)
<b>Rumah BUMN</b>				
Total RB	54	54	0	0.00%
Number of Members	418,588	386,900	31,688	8.19%
Total Training	12,232	9,608	2,624	27.31%
<b>Badan Usaha Milik Desa (BUM Desa) and Desa BRILiaN</b>				
Number of Accounts	52,091	36,620	15,471	42.25%
Total Savings Balance (IDR million)	753,004	608,963	144,041	23.65%
Number of BUM Desa BRILink	15,233	12,908	2,325	18.01%
Number of Desa BRILiaN	3,178	2,182	996	45.65%
<b>Inspirational Local Figures</b>				
Inspirational Local Figures	889	588	301	51.19%
<b>Business Cluster</b>				
Number of Fostered Clusters	23,243	15,266	7,977	52.25%
Empowerment (Infrastructure and Training)	657	595	62	10.42%

\*) In 2023, redemption of liquid organic fertilizer will not be subsidized



The total distribution of social assistance in 2023 reached IDR21.77 trillion, an increase of 72.65% compared to 2022 which reached IDR12.61 trillion. This increase came from the transfer of the distribution allocation for the Basic Food Program to Himbara, which previously in 2022 was distributed through PT Pos.

In 2023 BRILiaN Villages grew 45.65% from 2,182 BRILiaN Villages in 2022 to 3,178 BRILiaN Villages in 2023. Business clusters and local inspirational figures also recorded growth respectively to 23,243 business clusters and 889 local inspirational figures in 2023. BRI is committed to supporting the implementation of Sustainable Development Goals (SDG) through empowerment programs, establishing a sustainable business role model. BRI Bank actively adds business clusters, BRILiaN Villages and Local Inspirational Figures every year so that the benefits of the BRI empowerment program can be felt by the wider community.

On the other hand, with the Minister of Agriculture Regulation 10 of 2022, dated July 6, 2022, there was a reduction in the types of fertilizer and subsidized commodities, resulting in a decrease in the number of printed Farmer Cards, volume and nominal redemption of subsidized fertilizer in 2023 compared to 2022. Total pencetakan Farmer Cards in 2023 reached 6,648,833 Cards, with a fertilizer volume of 1,102,609 tons, and a transaction nominal of IDR 2.50 trillion

#### **Social Entrepreneurship & Incubation Program Strategy in 2023.**

Description of the strategy for the Social Entrepreneurship & Incubation Program carried out in 2023 is as follows:

1. **Social Assistance Distribution (Bansos)**
  - a. The distribution of the PKH Social Assistance and Basic Food Programs is carried out in accordance with the provisions and instructions from the Indonesian Ministry of Social Affairs.
  - b. Participate in increasing financial inclusion accessed by aid recipients (beneficiary families)
2. **Kartu Tani (Farmers Card)**
  - a. Development of an integrated subsidized fertilizer database in collaboration with the Ministry of Agriculture, BRI and Pupuk Indonesia so that data accuracy and targeting of subsidized fertilizer distribution continues to increase.
  - b. Development of biometric-based digital transactions without cards and EDC machines to support the transformation of the government's subsidized fertilizer policy.
3. **MSME Upgrading (BUMN House)**

Empowering MSMEs to advance to class online via the MSMEs Link platform or offline via Rumah BUMN, with teachers/mentors at both local and national levels who have specifications and expertise in their fields and by involving orderlies and RMs to be able to accompany and guide their fostered customers to be able to move up a class.
4. **BUM Desa and BRILiaN Village**
  - a. Targeting a minimum of 500 new assisted villages that could be empowered through the 2023 BRILiaN Village Program.
  - b. Deepen inclusion and financial literacy of villages that have joined the BRILiaN Village Program by increasing the use of micropayments in villages.

#### **5. Inspirational Local Figures**

- a. Each business work unit (including regional and KP) identifies potential local inspirational figures who can come from parties who play an important role in the BRILiaN Village or Business Cluster.
- b. Empowerment of local inspirational figures through training/certification, in collaboration with business incubation centers or universities.
- c. Prepare a media plan for the publication of stories of Local Inspirational Figures.

#### **6. Business Cluster**

- a. Acquisition program for 1 (one) Loan analyst 1 (one) Cluster.
- b. Empowerment program for 500 Clusters.

#### **Social Entrepreneurship & Incubation Programs Competitive Advantage and Innovation**

Description of the competitive advantages and innovation of the Social Entrepreneurship & Incubation Program is as follows:

##### **1. Social Assistance Distribution (Bansos)**

Digitalization of the distribution of Cards (KKS) to Beneficiary Families (KPM) through Web and Mobile-based applications (Application Makna) as a tool that can monitor in real time the distribution of KKS and the disbursement of aid funds by aid recipients.

##### **2. Kartu Tani (Farmers Card)**

Based on recommendations from the Ministry of SOEs and approval from the Ministry of Agriculture, BRI was appointed as the sole bank implementing the Farmer's Card program (except in Nangro Aceh Darussalam Province)

##### **3. MSME link**

Maximizing the online training function through the LinkUMKM Application where there is a Self Assessment Feature, which is a feature used to assess MSME competencies so that the training needs of each MSME can be identified.

##### **4. BRILiaN Village and BUM Desa**

This village ecosystem empowerment program is in line with Mantri Revitalization, which will also be a new way of working for BRI Mantri, whose main aim is to find new sources of growth for BRI Micro Business. The competitive advantage of this program is that it increases village financial literacy and inclusion wrapped in an empowerment program (increasing the capabilities of village officials, BUM Desa, and business actors, including BRI-assisted business clusters). BRILiaN Village is a Village Empowerment Program that aims to produce role models in village development by implementing superior village leadership practices and also promoting a spirit of collaboration to optimize village potential based on Sustainable Development Goals (SDGs). This program targets not only the financial impact on BRI originating from business acquisitions in villages but also the social impact on village communities with the hope that these assisted villages will be loyal to BRI and support sustainable Micro business growth for BRI. It is hoped that villages that are members of this Program will become a source of inspiration for village progress that can be replicated in other regions.



## 5. Local Inspirational Figures

Local Inspirational Figures is a Micro business initiative in terms of implementing an empowerment partnership between BRI Bank and community leaders/inspirational figures to influence Micro business actors to progress according to the initiative/inspiration of these inspirational figures. The competitive advantage of ProgameFIL is the collaboration between BRI Mantri and local inspirational figures to carry out literacy functions for the community/Micro business actors in order to gain access to financial inclusion from BRI Bank. Local inspirational figures are the implementation of the “crowd-sourcing” concept to expand access to BRI-inclusive acquisitions.

## 6. Business Cluster

- a. Time, cost, and energy efficiency due to orderlies serving collective needs.
- b. Effective in the marketing process of BRI products and services.
- c. Make it easier for Mantri to monitor and evaluate business actors.
- d. Increase the added value of orderlies as empowerment companions and financial advisors.

## Business Prospects and Strategy for the Social Entrepreneurship & Incubation Program in 2024

Description of business prospects and strategies for the Social Entrepreneurship & Incubation Program that will be carried out in 2024 are as follows:

### 1. Social Assistance Distribution (Bansos)

- a. Utilization of KPM (Assistance Recipients) for social assistance is upgraded to become a business pipeline.
- b. Synergy of Empowerment in government programs in maximizing the business ecosystem

### 2. Kartu Tani (Farmers Card)

- a. Redemption of subsidized fertilizer using a farmer’s card is integrated with the Ministry of Agriculture’s e-Allocation system to minimize data differences.
- b. Development of biometric-based transactions without cards and EDC machines for the transformation of subsidized fertilizer policy.

### 3. MSME Link

- a. The target for MSME Class Upgrades was 1 (one) million MSMEs using the LinkUMKM platform, in addition to involving paramedics and Rumah BUMN officers, PAB and BRILink Agents assisted by BRI selindo will also be involved.
- b. Making a self assessment scoring dashboard with each referral code as a program monitoring tool that can be accessed according to user level.

### 4. Desa BRILiaN dan BUM Desa

BRI targeted a minimum of 500 new assisted villages to be empowered through BRILian Village Program. Next, BRI continued to deepen the financial literacy and inclusion of villages that joined BRILian Village Program by increasing the use of micropayments in villages. Ideally, from a total of approximately 74 thousand villages throughout Indonesia, there were 56 thousand that had the status of Developing, Advanced and Independent Villages, which could be included in the BRILian Village program. There was a lot of spaces for growth and the

acquisition of the Village Ecosystem by BRI. The BRILian Village Strategy in 2024 is:

- a. Actively conducting outreach with Regional Offices, Branch Offices, Units and Credit Analysts regarding the Desa BRILian Program.
- b. Coordinate with related agencies to socialize the Desa BRILian program and BRI products.
- c. Optimization of the Village Credit Analysts Corner Program (collaboration with the MSM Division).
- d. Coordinate with the BRILINK Division to optimize BRILINK Agent Officers (PAB) to socialize the Brilliant Village Program to Village Owned Enterprises (BUM Desa) and assist (BUM Desa) as BRILINK agents.
- e. Coordinate with Ministries (Ministry of Villages, Development of Disadvantaged Regions and Transmigration, Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency of the Republic of Indonesia).
- f. Promoting the Desa BRILian Program through social media, printed media and digital media.

## 5. Inspirational Local Figures

The program of local inspirational figures for BRI’s micro business could be considered to have good prospects to support the growth of BRI’s micro business (New source of growth of BRI). In 2022, BRI’s local inspirational figure program was targeted to attract 500 local inspirational figures throughout Indonesia to collaborate with BRI’s micro businesses in carrying out the literacy and acquisition functions of BRI’s financial inclusion. The strategy for local inspirational figures in 2024 is as follows:

- a. Search and Find Each business unit (including regional and KP) identifies potential local inspirational figures who can come from:
  - Community leaders/village heads/BUM Desa administrators who have inspiration/initiatives with a screening mechanism through the BRILian Village program.
  - Business initiator/business cluster formation that has a positive impact on increasing business/economic capacity through the formation of the business group (network mechanism through the business cluster program).
- b. Empowerment of local inspirational figures through:
  - Improvement of soft and hard competencies through training/certification, in collaboration with business incubation centers or universities.
  - Involvement of Local Inspirational Figures in training or empowerment events.
- c. Publication Preparing a media plan for the publication of inspirational local figures and BRI collaboration programs in order to support MSMEs to advance to class.

## 6. Business Cluster

Intensification of cluster empowerment programs to support sustainable micro businesses, through programs including:

- a. Increasing business capacity of business clusters by assisting cluster products to enter online marketplaces.
- b. Assistance in improving the quality of business cluster products (packaging, halal certification and so on) so that they could be more competitive.



## Retail Segment

Retail Business Segment is intended to serve small and medium entrepreneurs (SME), including through consumer and commercial banking products and services. The Retail Segment included Program Business, Small and Medium Business, Consumer Loan Business, Deposit Business and Retail Banking Services

### SMALL AND MEDIUM BUSINESS DIRECTORATE PERFORMANCE SUMMARY

The strategy theme for SME businesses for expansion in 2023 was to “Expand Selectively, Focus on Transaction Led Business Model BRI”, with a focus on execution by exploiting value chain potential and a focus on transaction-based business models (transaction based lending). Apart from that, the strategy for maintaining existing customers included “Growth and Quality”. The SME segment carried out comprehensive mapping of customers to obtain optimal potential, so that a clear picture could be obtained between customers who had good growth prospects and customers who immediately needed to implement an exit strategy. Through this strategy, BRI SME is expected to make a positive contribution in supporting the 2023 Corporate Strategy “Strengthen Retail Banking Capabilities”. This strategy was reflected in the performance of total outstanding SME loans in 2023 of IDR260.35 trillion, an increase of 9.47% compared to 2022 which was IDR237.83 trillion. This increase was largely contributed by medium loans which grew 54.10% yoy. In terms of the increase in the total number of SME customers, there has been quite significant growth, namely 15,618 (3.3% growth) from 461,765 in December 2022 to 477,384 customers.

The development of small and medium businesses is directed at achieving the vision of The House Bank for SMEs in Indonesia 2025 which offers end to end business growth solutions for SME customers. In 2023, this was realized through the creation of a new business model through New BRISPOT SME, where through new tools equipped with technology made the credit process more prudent, healthier

and more sustainable SME business growth would created. Increasing the capabilities of marketers in the segment SME has prioritized capability development, in the form of developing pipeline management skills, hard competencies based on gap competencies, and accelerating RM SME as the RM of the future which is supported by digital and artificial intelligence to increase RM SME productivity.

In 2024 the SME business strategy is “Scaling Up SME Business”, which will focus on the upper small and medium segments, as well as strengthening value chain financing. The SME business will be encouraged to focus on healthier growth, pipeline execution from the value chain, expanding the scope of pipeline sources from customers/AI-based trade ecosystems, revitalizing the SME center through refocusing work units (Metro Area Branch Offices) as a growth driver.

Apart from that, there are also programs, supporting products and new business models that have been started since 2023, it is hoped that all of this can be the strength of SMEs to be able to overcome business challenges in 2024. To support the strategy to achieve the 2024 target, of course it must also be supported by increasing the productivity and capability of marketers in the SME segment, one of which is through rejuvenating RM, sharpening marketing skill sets and mastering regional superior industries. With this strategic policy, BRI SME is expected to make a positive contribution in supporting BRI’s 2024 destination statement, namely “Strengthening retail banking capabilities and optimizing contribution of subsidies.”

### SMALL AND MEDIUM BUSINESS

BRI classifies the Small and Medium Business segments based on credit ceilings, where Small Business is a loan with a ceiling amount of up to IDR25 billion and the Medium Business segment ceiling is > IDR25 billion-IDR500 billion. Small and Medium Business Products include:

#### 1. Working capital loans

It is a productive loan facility for financing business operations (current assets) and/or replacing trade payables, in the context of production processes or other working capital components. This product has advantages including credit terms and repayment according to the customer’s business character .

#### 2. Investment Loans

It is a facility for companies and/or individuals to finance long-term funding needs in the context of purchasing, building, expanding, renewing (renovating) productive fixed assets and the accompanying costs . This product has a number of advantages, such as the credit period according to the debtor’s cash flow capabilities.

#### 3. Value Chain Financing

*Value Chain Financing* includes

##### a. Project Financing (KMK Pre Financing)

It is a working capital credit facility to vendors/partners to finance working capital needs in the context of

development/construction or procurement/purchase of goods and/or services for a project on the basis of a contract or similar document from the Core Company.

**b. Invoice Financing (KMK Post Financing)**

It is a working capital credit facility to *vendors* /partners to finance receivables piutang in the context of payment for project completion achievements, either in part or in full, based on invoices or similar documents.

**c. Distributor Financing (KMK Distributor)**

This is a working capital loans facility for distributors/sub distributors/agents, and is only used to pay for product purchases to the Core Company for the purpose of re-trading.

**d. Customer Financing**

Loan facilities are provided to buyers/end users/customers from the Core Company and can only be used to purchase products/goods and/or services sold by the Core Company for the purpose of their own use as part of the working capital concerned.

**e. Partner Investment loan**

This is an investment loan facility for purchasing, building, expanding, renewing (renovating), including *refinancing* fixed assets along with accompanying costs to support the business/business of vendors/partners to the Core Company.

**f. KMK APBN**

This is a financing facility provided to *vendors* /partners from Ministries/State Institutions where the source of project payments comes from APBN funds. These products have advantages including:

- a. Interest rates and credit costs.
- b. Collateral relaxation and *sharing of own funds*.
- c. *Digital operations through corporate billing management*

**4. Working Capital Credit (KMK) Construction**

This is a working capital loan to finance the working capital needs of contractors/vendors to complete construction service projects in accordance with work contracts

**5. Developer Working Capital Loan**

It is a loan facility provided with the aim of financing the developer's working capital needs in carrying out work/building procurement activities intended for sale.

**6. Dynamic Loan**

This is a loan facility provided in the form of KMK or KI where the credit interest rate can change automatically (dynamically) every month based on the CASA ratio.

**7. Loans with a fixed installment pattern**

It is a productive loan facility for working capital and investment purposes intended for small segment debtors with an installment payment system in the form of fixed amounts of principal and interest. The advantages of products with a fixed installment pattern include:

- a. The plafond can be up to ID 1 billion, each for KMK and KI so the total plafond can be up to IDR2 billion.
- b. Credit term up to 5 (five) years.
- c. Lower provision and administration costs

**8. Loan Channeling via Fintech Lending**

BRI collaborates with *fintech lending* in order to distribute transaction-based short-term loans easily without additional collateral. Service procedures are carried out while prioritizing the precautionary principle with faster SLAs, cheaper OHC costs and higher margins compared to other conventional products.

**9. Small People's Business Loan (KUR)**

It is loan/financing for working capital and/or investment to individual/individual debtors, business entities and/or business groups that are productive and viable but the additional collateral is not sufficient with a loan amount of more than IDR100 million-IDR500 million per individual, with low interest rates and receive subsidies from the Government.

**10. Loan with Warehouse Receipt Guarantee**

It is a financing facility by warehouse receipt distributors (banks) to warehouse receipt recipients (customers) by utilizing warehouse receipts as collateral/collateral which can be provided with an interest subsidy scheme from the Government or a commercial scheme.

Table of Small and Medium Business Performance (Productivity)

(in IDR million)

Outstanding	2023	2022	Growth	
			Nominal	%
Small Loan	183,046,732	172,296,177	10,750,555	6.24%
People's Business Loan (KUR)	45,010,265	44,583,367	426,898	0.96%
Medium Loans	32,291,213	20,954,266	11,336,947	54.10%
Small Medium Enterprise (SME)	260,348,210	237,833,810	22,514,400	9.47%



Total outstanding SME credit in 2023 was IDR260.35 trillion, an increase of 9.47% compared to 2022 which was IDR237.83 trillion. This increase was largely contributed by Medium Loans which grew 54.10%. In 2023, business distribution were carried out selectively, namely utilizing value chain potential and focusing on transaction-based business models. This strategy produced positive results

in achieving the performance of the SME segment in December 2023, with an increase in the total number of SME customers by 15,618 (3.3% growth) from 461,766 in December 2022 to 477,384 customers. Meanwhile, outstanding loans increased by IDR22.51 trillion or 9.47% from IDR237.83 trillion in December 2022 to IDR260.35 trillion in December 2023.

**Table of Performance (Productivity) Details for Small and Medium Businesses**

(in IDR million)

Total Debitur	2023	2022	Growth	
			Nominal	%
Small Loan	227,565	225,652	1,913	0.85%
Kredit Usaha Rakyat (KUR)	248,834	235,350	13,484	5.73%
Medium Loan	963	764	199	26.05%
Small Medium Enterprise (SME) Segment	477,384	461,766	15,618	3.38%

### Small and Medium Business Strategy in 2023

The business strategy in 2023 for the SME segment focused on the upper small and medium segments, as well as strengthening value chain financing. This condition presents new challenges in the development of Small and Medium Businesses in 2023, apart from having to continue to grow with business expansion carried out selectively and carefully (prudently), SME Businesses must be able to grow by choosing the right pipeline ( *expand selectively* ). This must be done considering that the SME business has a large role and market share, so it has a significant influence in driving the country's economy and supporting the empowerment of MSMEs.

Considering this, the SME business development strategy in the short and medium term will be directed at developing *transaction-based businesses* , utilizing ecosystem-based businesses, optimizing potential *value chain businesses* , *developing digital platform* applications for efficient business processes and services, increasing *fee-based income* from credit. and non-credit, increasing the capabilities of *Relationship Managers* (RM), increasing *monitoring* and evaluating the achievements of marketers, as well as improving loan quality .

### Small and Medium Businesses Competitive Advantage and Innovation

Small and Medium Business Development is directed at achieving the vision of *The House Bank for SMEs in Indonesia 2025 which offers end to end business growth solutions* for SME customers, as follows:

1. *loan disbursement* business processes as well as improvements to *credit underwriting* models which have an impact on improving TAT and asset quality. This digitalization is carried out through the BRIVOLUTION 2.0 initiative,

namely New Brispot S1 for the *small* segment initiative up to IDR5 billion, *power up upper small and medium* through the development of the Brispot S5 initiative application, *principal indicator and rating system*, *value chain observation system* , Link5 with BRIBRAIN, which is expected can speed up SLAs in providing services to customers and increase accuracy related to analysis data and provide better *pipeline sources* . This initiative also provides *tools* for RMs to be able to monitor their respective business portfolios in *real time* and be able to explore optimal business potential.

2. Encouraging the expansion of Small and Medium Businesses through *transaction based lending* , ecosystem-based business and optimizing *the value chain* of BRI's principal/ corporate customer partners and medium-sized customers.
3. Increasing the capabilities of marketers in the SME segment will prioritize *capability development*, in the form of developing *pipeline management skills*, *hard competencies based on gap competencies*, and accelerating RM SME as the *RM of the Future* which is supported by *digital and artificial intelligence* on RM tablet *sales tools* .

### Business Prospects and Strategy for Small and Medium Businesses in 2024

In 2024 the SME business strategy is "Scaling Up SME Business", with a focus on healthier growth, pipeline execution from the value chain, expanding the scope of pipeline sources from customers/AI-based trade ecosystems, revitalizing the SME Center through refocusing Work Units (Metro Area Branch Office). Apart from that, there are also programs, supporting products and new business models that have been started since 2023, it is hoped that all of this can be the strength of SMEs to be able to overcome business challenges in 2024. To support the strategy

to achieve the 2024 target, of course it must also be supported by increasing the productivity and capability of marketers in the SME segment, one of which is through rejuvenating RM, sharpening marketing skill sets and mastering Regional Leading Industries. With this strategic policy, BRI SME is expected to make a positive contribution in supporting the corporate strategy in 2024 “Strengthening retail Banking Capabilities and Optimizing Contribution of Subsidiaries”.

To support *social value creation*, the SME Directorate remains committed to continuing the MSME empowerment program in 2023 to encourage MSMEs to advance to class, support the Government’s efforts to restore the national economy and create 1 (one) million new entrepreneurs by 2024. The assistance program for MSMEs includes Brilliant Young Entrepreneur, Growpreneur and MSME Export BRILianpreneur.

## CONSUMER BUSINESS DIRECTORATE PERFORMANCE SUMMARY

Indonesia’s economic recovery and changes in consumer behavior after the Covid-19 pandemic have encouraged BRI to continuously innovate to produce banking products and services that always meet customer needs. Supported by an extensive network of work units, competent financial advisor staff, and capable digital infrastructure, BRI has more than sufficient capital to be the main choice in meeting customer needs.

The main focus of the consumer business in 2023 is to strengthen market share in terms of both assets and liabilities, with aggressive growth but prioritizing a sound portfolio. To support this, the Consumer Business Directorate has determined the main strategy in 2023, namely:

1. Development of digital-based products and services to provide easy access to customers.
2. Strengthen good relationships with potential existing BRI customers. Supported by the use of data analytics to study customer behavior so that we can offer personalized products and services according to customer needs.
3. Increasing efficiency in every business process, while

maintaining customer oriented principles and good corporate governance.

Increasing employee competency and digital-based business process changes support more optimal employee productivity. Through the use of AI-based data analytics, program and product offerings also become more targeted and increase efficiency. These things are key factors in the growth of consumer business performance in 2023.

The results can be seen from the performance of BRI’s consumer business which was able to grow positively both in terms of assets, liabilities and fee based income. In terms of assets, consumer loans were able to grow by 13% yoy, which was supported by BRlguna’s growth of 11% yoy, KPR by 17% yoy, and credit cards and digital lending by 28% yoy. In terms of liabilities, the wealth management business was able to grow Assets Under Management (AUM) by 20% yoy. All these consumer business activities also encouraged consumer segment fee-based income growth of 6% yoy.

### CONSUMER LOANS BUSINESS

BRI’s consumer loan business offers products that make it easier for individual customers to obtain various consumer goods needs such as houses, vehicles, travel, training and other consumer goods. BRI consumer credit provides competitive interest rates and a fast process. BRI consumer loan products available in 2023 are:

#### 1. BRlguna Loans

This is credit given to prospective debtors/debtors with the source of payment (repayment) coming from a fixed source of income ( salary/pension money), with types including BRlguna Karya, BRlguna Pra Purna and BRlguna Purna.

#### 2. Mortgage (KPR)

This is a consumer housing loan that is used for purchasing new/used, taking over, building and renovating objects in the form of residential houses, shophouses (ruko) and office houses (rukan).

#### 3. Credit Cards and Digital Lending

The BRI Credit Card is an unsecured loan-based Card Payment Instrument (APMK) product that collaborates

with the principal and can be used to make payments for transactions at merchants or to make cash withdrawals that are integrated with the Principal network. BRI Credit Cards have various product variants to serve the needs of various segments ranging from mass-market, mass-affluent, affluent, to commercial segments. BRI Credit Card has also launched a co-branded credit card product in collaboration with major platforms with an API-based open banking collaboration model, namely Traveloka, BTN, Pegadaian, OVO, Tokopedia, Paper.id and Nex (Xendit). To improve the quality of customer service and accelerate SLA, BRI has digitized the credit card business process starting from the acquisition, underwriting, portfolio management to the billing process. BRI Credit Cards can now also be used for QRIS transactions on the BRIMO application. Apart from credit cards, BRI also has an application-based digital lending product, namely Ceria, which offers convenience for transactions at e-commerce merchants with flexible loan tenors of up to 12 months.



**Table of Consumer Loan Business Performance (Productivity)**

(in IDR millions)

Description	2023	2022	Growth	
			(Nominal)	%
BRIguna Loans	122,778,228	111,109,389	11,668,839	10.50%
Mortgage (KPR)	51,500,184	44,031,244	7,468,940	16.96%
Credit Cards and Digital Lending	7,941,262	6,204,678	1,736,584	27.99%
Motor Vehicle Loans *)	135,783	376,690	(240,906)	(63.95%)
<b>Total Consumer Loan Business</b>	<b>182,355,458</b>	<b>161,722,001</b>	<b>20,633,457</b>	<b>12.76%</b>

\*) Motor vehicle credit management has been centralized at BRI Finance

Purchasing power which is gradually recovering after the Covid-19 pandemic has spurred an increase in consumer business, especially BRIguna and KPR, to grow and be competitive. BRIguna loans in 2023 was IDR122.77 trillion, an increase of 10.50% compared to 2022 which was IDR111.11 trillion. Likewise, KPR grew 16.96% from IDR44.03 trillion in 2022 to IDR51.50 trillion in 2023. BRIguna loan growth in 2023 was supported by optimizing the customer payroll pipeline and digitizing the process, BRIguna applications using mobile phones provide access to fully digitally applications via BRIMO Super Apps without having to visit a bank or BRI work unit. BRIguna's total disbursement in 2023 reached IDR46.93 trillion. Meanwhile, the growth of KPR was supported by several things, including business process re-engineering in the form of the implementation of Consumer Loan Factoring (CLF), digitalization of the application process and credit initiatives through BRISPOT and also the development of the HOMESPOT digital platform as a mortgage ecosystem engine as well as the BRI Property Expo KPR marketing program which was held on in 2023. In addition, there was a distribution of 23,241 units of the FLPP KPR program with a total ceiling of IDR3.62 trillion. In total, new KPR disbursements in 2023 reached IDR15.52 trillion. BRI's commitment was demonstrated by the growth in BRI KPR distribution over the last 5 (five) years averaging 12%, exceeding the average industry growth of 6%.

BRI is always committed to increasing double-digit credit card and solid digital lending. In 2023, credit cards and digital lending grew by IDR1.74 trillion or 27.99% from 2022. This increase was generated from an increase in credit card transactions, the majority of which came from the retail and e-commerce sectors in 2023 as well as cooperation new, namely paper.id and next card. Throughout 2023 BRI co-branded credit cards were welcomed by the public as reflected in the increase in BRI co-branded credit card transactions by 157% yoy .

### Consumer Credit Business Strategy in 2023

Sustainable digital transformation by strengthening retail banking capabilities through efficiency was carried out by improving business processes to encourage consumer business growth, namely by focusing on BRI payroll customers and expanding the reach of BRIguna Digital. To achieve consumer business aspirations, BRI remained focused on increasing the consumer business market share by growing selectively through targeted expansion by utilizing BRIguna Loan programs, applications through BRIguna Digital, Public Housing Loan (KPR), BRI Virtual Expo KPR by being prudent in dealing with controlled risks to avoid deterioration of loan quality and encourage improvements in collectibility prudently in controlled risks to avoid deterioration in loan quality and encourage improvements in collectibility.

### Consumer Loans Business Competitive Advantage and Innovation

Improved services and convenience became the key to the growth of consumer loan, this was supported by the digitalization of the BRIguna and mortgage loan processes. Efficiency was carried out through business process improvements to encourage consumer business growth, including BRIguna Digital and Mortgage Ecosystem With a large customer base and network spread throughout Indonesia, digitizing business processes is one of the keys to sustainable growth going forward. With this, it is hoped that consumer loan services will be easier but pay attention to risk and remain prudent. BRIguna's market share is currently the highest (market leader), while KPR is currently the top 5 largest mortgage lenders in Indonesia.

### Business Prospects and Strategies for Consumer Loans Business in 2024

BRI's Consumer Business, which has a wide range of products and services, from consumer loans and credit cards, deposit

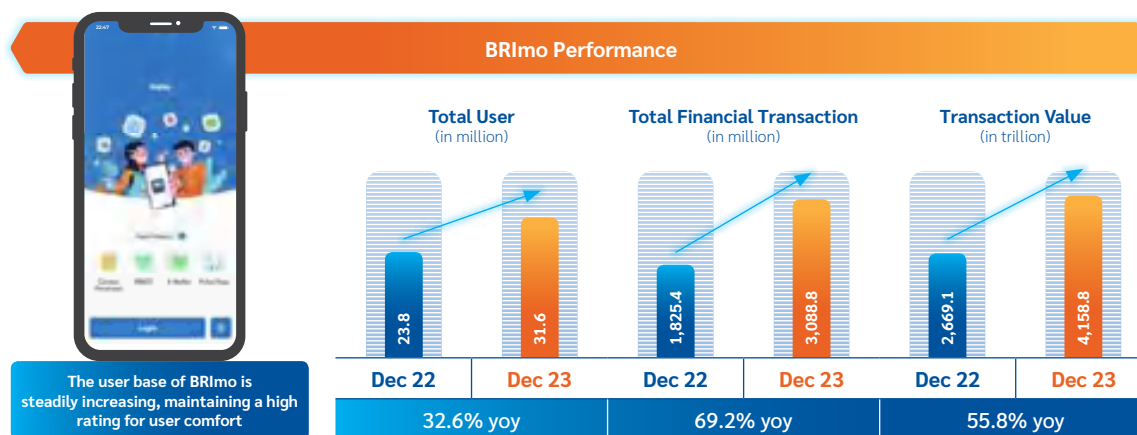
transaction products and services (retail payment and mass funding) and financial management products (wealth management). BRI's consumer business strategy is aimed at achieving its aspirations in 2025, namely Become The Leading Consumer Bank In Indonesia on The Back of Distinctive Customer Experience and Market Beating Digital Solutions. To support the achievement of these aspirations and consider the company's internal and external conditions, in 2022 BRI's consumer business will carry the theme Enhancing Digital Collaboration which focuses on developing the digital capabilities of consumer products and services in the form of feature enhancements that aim to meet every customer's financial needs through SuperApp. BRIImo, as well as providing a better user experience by

conducting integrated payments and partnerships with partners to increase engagement with customers. The development of digital capabilities ultimately aims to improve the efficiency of business processes. The strategic steps that will be taken to support these things are encouraging the growth of consumer business loans in a sustainable manner through increasing digital capabilities, including in the form of strengthening BRI's unsecured lending business through BRIGuna Digital, mortgage expansion initiatives through the BRI Mortgage Ecosystem and integration with BP Tapera, increase in agency, BUMN and private payroll acquisitions; strengthening technology as an enabler; as well as increasing the capability of marketing personnel.

## NETWORK AND SERVICES DIRECTORATE PERFORMANCE SUMMARY

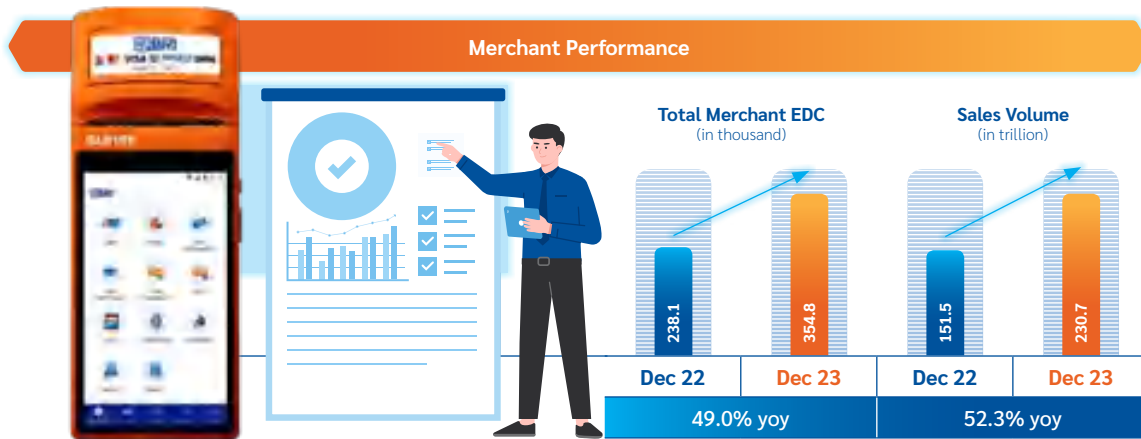
The development of digital economic and financial transactions has accelerated rapidly in recent years. Steady support for technological innovation has triggered major changes in customer preferences in transactions and accelerated the adoption of digital banking. BRI is consistently committed to carrying out digital transformation to provide easy access to financial services, as part of efforts to compete in the retail banking sector while adhering to meeting customer needs in a comfortable, fast and safe manner for both individual and business customers.

Strategic steps that have been taken include innovation through the BRIImo SuperApp, expanding reach at various merchants, as well as strengthening other digital services in line with BRI's 2023 initiative, namely "Strengthen Retail Banking Capabilities". The transformation carried out by BRI has recorded positive performance in the retail business, especially in generating fee-based income which reached IDR 8.2 trillion, where the BRIImo Super App contributed 30% and the remainder was generated through digital merchant services and other retail banking services.



BRIImo SuperApp is increasingly popular and has been used by 31.6 million customers, recording more than 3 billion transactions throughout the year with a volume of IDR 4,159 trillion and is increasingly becoming a mainstay because it is equipped with various financial transaction features in collaboration with more than 3,000 partners. Transactions with BRIImo are now increasingly unlimited with the presence of features for

international transactions such as opening an account using a foreign cellphone number, transfers to more than 100 countries and QR payments in Singapore. This step not only illustrates its commitment to providing easy access to financial services, but also marks BRI's comprehensive efforts in meeting customer needs, from online onboarding to cross-border services.



BRI also focuses on strengthening the ecosystem by expanding acceptance through EDC, QRIS and online acquiring businesses. A number of initiatives have been implemented ranging from collaboration with strategic partners, improving the acquisition process, increasing supervision, to adding the best features that make BRI the

main choice for accepting payments at merchants both offline and online. Various initiatives to strengthen BRI's ecosystem are also supported by increased capabilities, electronic network reliability (SSBT, CRM, ATM, EDC) and optimal complaint handling.

## SAVINGS BUSINESS AND RETAIL BANKING SERVICES

Meeting the needs of individual customers and retail businesses, BRI provides a wide selection of savings products as follows:

### 1. BRI Savings

#### a. BritAma

BritAma is a savings account for individual customers which is equipped with digital banking facilities and an online real-time system which makes it easier for customers to make transactions anytime and anywhere and is equipped with free personal accident insurance cover.

##### - BritAma Business

The need for higher transaction limits for retail business customers, both individual and non-individual, can be met with BritAma Bisnis which also offers free administration fees every month.

##### - BritAma Mitra

This is a savings account specifically intended for customers of partner/collaboration companies with one of the facilities offered being a salary distribution service (payroll) for its employees.

##### - BritAma Plan

Term savings for customers who have an interest in investing or financial planning with an automatic

fund transfer (AFT) feature where customers can determine the date and nominal target funds they want and are equipped with life insurance facility options.

### b. BRI Junio

Savings to introduce children to the culture of saving and digital transactions from an early age, bundled with an attractive special design debit card.

### 2. BRI Deposits

Investment options for customers are available in various currencies, both Rupiah and foreign currency, with competitive interest rates with a placement period of 1 to 36 months. This product is intended for individual and non-individual customers who want higher returns than savings products. Opening deposits can be done through BRI's mobile app or BRI work units with two choices of interest payment mechanisms, namely directly through the account or added to the main deposit component (add on). Currently, BRI has developed a scriptless deposit product to accommodate the needs of customers who have many cards and proof of deposit ownership is provided in the form of an email notification so that customers can manage their deposit accounts more effectively and efficiently.



BRI savings products are also equipped with banking service facilities that facilitate transactions through:

**1. BRIImo**

BRIImo is a financial SuperApp for various customer transactions anytime and anywhere without the need to go to the bank. Transactions offered range from online on boarding both from within and outside the country, payments, purchases, investments, insurance, to financial recording. BRIImo also facilitates customers who have cross-border transaction needs through international transfer features to more than 100 countries and QR payments abroad.

**2. BRIZZI**

It is electronic money that replaces cash which functions as a means of payment at merchants and public facilities such as parking, tolls and other collaborated

transportation. You can top up your BRIZZI balance using the BRIImo SuperApp, online and offline merchants such as Tokopedia, Traveloka, Alfa Group, Indomaret, Yomart, and others.

**3. BRI Debit**

BRI Debit is a debit card that functions as a financial and non-financial transaction tool. The BRI Debit Card can be used to carry out on/off transactions offline using BRI EDC or other banks, and can also be used for online transactions using the online debit method (transactions at Mastercard network merchants) and direct debit (transactions at BRI collaboration merchants). Apart from debit cards in physical form, currently there are also debit cards available where card issuance is done via the BRIImo SuperApp which can be used for transactions at merchants, sites or online applications that have the Visa network.

**Tabel Kinerja (Produktivitas) Bisnis Simpanan dan Perbankan Ritel**

Description	2023	2022	Growth	
			Nominal	%
Total Retail TPF	488,122,102	469,090,526	19,031,576	4.06%
Total Retail Accounts	39,003,453	37,092,253	1,911,200	5.15%

Total Retail Third Party Funds in 2023 reached IDR 488.12 trillion, an increase of 4.06% yoy compared to 2022 which amounted to IDR 469.09 trillion. This increase mainly came from savings growth of 2.15% yoy which was influenced by increased customer transaction activity in carrying out business processes. The growth in deposits is in line with the growth of retail savings accounts in 2023, in total accounts in 2023 managed to grow by 5.15% yoy, increasing from 37,092,253 account units in 2022 to 39,003,209 account units in 2023. Growth in retail savings accounts was mainly sourced from savings account growth of 5.15% yoy.

Strategi Bisnis Simpanan dan Jasa Perbankan Ritel Tahun 2023

**1. Retail Savings**

The business strategy that the retail savings business has implemented in 2023 is as follows:

- a. Creating focused acquisitions, including by increasing BRI's EDC, QRIS and Online Acquiring acceptance points with a balanced composition in urban and rural areas, especially control in business hotspot areas and trade centers.

- b. Controlling outgoing funds through customer follow-the-money activities so that fund circulation can be integrated into one closed loop transaction ecosystem at BRI.
- c. Optimizing data based on analytics to understand customer behavior and provide product solutions according to their needs.
- d. Launching loyalty programs such as Brimo Festival, BRIPoin, Britama Tanam Kebajikan and so on.
- e. Developing a culture to improve CASA and retail transactions in the employee environment through the CASAVIOR program
- f. Developing various products and features as transaction and ecosystem solutions to meet customer needs and expand partnerships.

**2. Jasa Perbankan Ritel**

The retail banking strategy for 2023 is as follows:

**a. Customer Acquisition**

Penetrating new sources of growth and leveraging customer transactions. Accelerating focused



acquisition activities, especially expanding merchant and non-merchant customers as well as carrying out the General BritAma acquisition by dividing the 3 (three) focuses of HNWI, mass affluent and mass customer to facilitate product solutions for customers with specific segments and finally BritAma-based payroll.

**b. Organization Transformation**

Carrying out organizational changes that focus on product management and sales management, managing savings and retail banking products as a form of business acceleration.

**c. Product Digitization and Integrated Solution**

Increasing product capabilities through integrated digital services in providing transaction solutions. BRIImo as a digital attacker (an effort to increase BRIImo transactions) and make BRIImo a digital financial solution superapp for customers.

**d. Strategic Partnership**

Collaborating with third parties to expand customer acquisition.

- b. Customer scale up is carried out for existing customers who have not used customer transaction facilities optimally so they are making transfers to other banks by offering products that can boost the balance increase of the customer transaction base.
- c. Acceleration to close fund leaks by following the money, so that customers can identify leakage transactions and can provide products that suit customers' needs.
- d. Carrying out customer profiling and increase product holding to improve the quality of customer accounts.
- e. BRIImo as a digital attacker (an effort to increase BRIImo transactions) and make BRIImo a Digital Financial Solution Superapp for Customers
- f. Expanding the ecosystem and developing transaction solutions to meet customer needs.
- g. Expanding access to digital account opening on the BRI internal platform, subsidiary company platforms, and in collaboration with e-commerce platforms, fintech and other third party digital platforms.
- h. The B2B acquisition aims to create a closed loop savings ecosystem so that BRI will obtain a sustainable fund based on transactions within that ecosystem.

**Keunggulan Kompetitif dan Inovasi Simpanan dan Jasa Perbankan Ritel**

Transformation in the service sector, including products and platforms, is realized in the form of improving operational standards and platform enhancements. These steps are taken to increase customer satisfaction and increase customer base, and are expected to produce low cost funding originating from transactions.

**Prospek Usaha dan Strategi Simpanan dan Jasa Perbankan Ritel Tahun 2024**

In achieving BRI's 2024 vision, namely Strengthening Retail Banking Capabilities and Optimizing Subsidiary Companies, BRI will focus on increasing control of the CASA market, especially in the savings deposit type. In an effort to make this happen, BRI continues to strengthen its retail banking capabilities through the use of digital technology, mastery of the transaction ecosystem, and strategic collaboration with Subsidiary Companies to always provide solutions to various customer needs with a good Customer Experience.

**1. Simpanan Ritel**

Business prospects and strategies for 2024 are as follows:

- a. Acceleration of focused acquisition activities, especially expanding merchant and non-merchant customers. Focus on acquiring merchants in urban areas and increasing penetration of affluent and mass affluent customer acquisitions.

**2. Jasa Perbankan Ritel**

Transformation in the service sector prioritizes a client oriented approach, including products and platforms such as strengthening the BRIImo Financial Superapps innovation developed as a one stop solution for various customer financial transactions. Not only that, various digital ecosystem platform enhancements such as Brimola, Smartbilling, Ibbiz have also been carried out to increase penetration of ecosystem-based payment convenience. These steps are taken to increase customer satisfaction and increase customer base, and are expected to produce low cost funding originating from transactions.

**BRI Digital Savings**

BRI *Digital Saving* is an *online* account opening *channel* via the BRIImo application or through collaboration with third parties in the form of a *launcher*. The opening process is carried out *fully digitally* so that it has *standard Know Your Customer (KYC) methods*, account opening flow and *user experience*. *Digital savings* can be used to expand BRI account opening *channels*, because they can be placed on BRI's own *website* and application, Subsidiary Banks, or collaborating third parties such as Gojek, LinkAja, Dana, Bukalapak and others. The position achieved in December 2023 reached 6.8 million accounts with a total balance of IDR15.6 trillion.

### Advantages of Digital Saving

Digital Saving prioritizes 3 (three) benefits for customers who open an account through BRI Digital Saving, namely:

#### 1. Simple

Because customers do not need to come to a BRI work unit, just download the BRI<sup>Mo</sup> application on the App Store/ Play Store.

#### 2. Efficient

Opening an account is considered efficient because it can be done without having to wait in line, it does not waste data packages because no *video calls are made*, and the account opening process only takes around 5-10 minutes. Apart from that, customers can also be registered as BRI<sup>Mo</sup> users automatically and the account can be directly used for financial transactions.

#### 3. Secure

Opening an account through BRI *Digital Saving* is more secure because:

- a. *Customer driven data* (avoiding *human error* due to input by other people). The input data is verified *host to host* to the Dukcapil database and BRI verifies the *One Time Password* (OTP) which is sent to the registered cellphone number.
- b. *Customer Due Diligence* (CDD) is carried out using *facial recognition engine* so that it is objective and measurable, because it compares customer photos taken from 8 (eight) second videos that have been recorded with biometric data available at the Population and Civil Registration Service (Dukcapil) with predetermined *thresholds*. determined by BRI.
- c. Implementing *liveness detection*, namely a mechanism for checking customers' eye blinks and mouth sounds so as not to allow the account opening process to be replaced by robots, moving images or other inanimate objects that are not the actual owner of the Population Identification Number (NIK).
- d. Issuance of *digital certificates* by a *Certificate Authority* (CA) which is also credible and has been audited by the Ministry of Communication and Information (Kemkominfo) so that there is no *repudiation* or no potential rejection of proof of signing of customer account opening documents.
- e. *Scoring* account opening data, for categorizing customers (*low, med, high*) risk so that customers can be filtered based on their potential risk.

### Digital Saving Product Marketing

Massive marketing by BRI marketing personnel, the Mass Funding Division is also intensively collaborating on the placement of the BRI *Digital Saving Uniform Resource Locator* (URL) through third parties. This placement was carried out to provide wider access for customers when accessing the BritAma savings account *platform easily*. BRI *Digital Saving*, developed in the form of *web view* and *mobile view*, is very flexible to be used in several forms of collaboration, namely:

#### 1. BRI Work Unit/BRI Group/BRI Application

To reduce the queue for opening accounts in work units, the Mass Funding Division has asked for help from the Service Contact Center Division to socialize the BRI *Digital Saving platform* and *customer service* and *security* have also been equipped with *cue cards* so they can directly direct customers who want to open an account to this *platform*. Apart from *walk-in customers*, BRI *Digital Saving* can also be used for BRI internal applications.

#### 2. Collaboration with Third Party Websites or Applications

This collaboration covers all customers, both those initiated by the *head office* (*fintech, marketplace, electronic money*) and those initiated by the *regional office* (*university website, local agency or company*).

#### 3. Work Unit Acquisition Event

Work unit acquisition events or local scale marketing programs can also now use BRI *Digital Saving*. Several events have taken place and utilize BRI *Digital Saving* as one of the registration requirements.



## Corporate Segment

The Corporate segment includes Corporate Business, Institutional Business and *Transaction Banking*, Syndication Business and Non-Bank Financial Institution Services.

### SUMMARY OF INSTITUTIONAL & WHOLESALE BUSINESS DIRECTORATE PERFORMANCE

Unstable global and domestic macroeconomic conditions in 2023 mean that the Institutional & Wholesale Business Directorate continues to be encouraged to determine the right strategy to increase its business growth in 2023 through strengthening product and platform capabilities, especially digitalization innovation, increasing exposure to existing and new wholesale customer business transactions. selectively, as well as providing wholesale customer value chain pipelines to support mastery of the SME and Micro business ecosystem.

During 2023, the portfolio of the Institutional & Wholesale Business Directorate showed growth; in 2023 the corporate segment loans reached IDR 206.82 trillion, an increase of 14.51% compared to 2022 which was IDR 180.62 trillion, with NPLs remaining maintained at 3.86%. In terms of savings in 2023, it reached IDR 491.09 trillion, so that in terms of Intermediary Ratio (LDR) in 2023 it was recorded at 42.12%, this is in line with the focus of the corporate segment on optimizing its sources of funds. In addition to the growth in wholesale/corporate segment figures, during 2023 the Institutional & Wholesale Business Directorate also implemented a collaboration strategy with the non-wholesale segment to increase value chain business acquisitions from wholesale customers. This step results in a significant increase in the number of transactions and value chain business volume, both in the form of providing loans facilities and in the form of trade and guarantee facilities to vendors, suppliers, distributors and retailers, as well as depositing CASA from the value chain.

The trade finance and guarantee business in the wholesale/corporate segment during 2023 showed quite significant volume growth, trade finance grew 19.5% yoy (increased IDR116.05 trillion), and bank guarantees grew 29.9% yoy (increased IDR24,98 trillion). Institutional Business (Ministries and Institutions, TNI, Polri) during 2023 showed positive growth, where BRI is the market leader in work units (59.72%) and payroll (62.24%) in Ministries and Institutions, TNI, and Polri.

After BRI launched in 2022, BRI's Integrated Corporate Solution Platform, namely QLola, experienced an increase in customer cash management transaction volume by 33.9% yoy, and reached IDR6,788 trillion. This increase occurred in both the wholesale and non-wholesale segments, with a fairly large increase in the number of QLola clients, namely more than 4,800 new clients. At the end of

2023, the Global Cash Management System feature was added to QLola, which can now be used by BRI overseas branch customers, including BRI Singapore and BRI Timor Leste.

In the midst of global geopolitical uncertainty, economic performance in 2024 is expected to continue to grow positively. In line with this, the wholesale business segment will experience growth in line with the increasing need for financing in several industrial sectors such as energy, mining, palm oil and fast moving consumer goods. Even though commodity prices are predicted to tend to stagnate and even decline slightly, the predicted reduction in interest rates at the start of semester 2 of 2024 and the strengthening of the Rupiah exchange rate will certainly be a positive catalyst for wholesale business growth in 2024.

To continue the positive trend of achieving good performance throughout 2023 above, the Institutional & Wholesale Business Directorate has prepared a more focused strategy, including the following:

- a. Digital transformation remains the main focus, especially in anticipating technological and digital developments in the field of transaction banking, including the use of AI and Blockchain.
- b. Collaboration with Fintech Companies to improve transaction services to remain competitive in the market, such as payment gateways and e-commerce. Through this synergy, fintech companies can collaborate on the technological potential to support innovation in transaction services at BRI.
- c. Increasing wallet share in the wholesale segment to provide new sources of business growth through strengthening the customer business ecosystem which focuses on sectors including e-commerce, telecommunication, oil and gas, energy and mining, food and agriculture, healthcare and pharmacy, and consumer goods.
- d. Maintain the growth of wholesale funds in line with BRI's business expansion needs while maintaining an efficient wholesale fund cost of funds in order to continue to provide optimal profitability for BRI.
- e. Strengthening BRI's positioning and market share in institutional businesses (Ministries, Institutions, TNI and Polri) including payroll, consumer services, work units services, as well as other banking service collaborations.
- f. Increasing RM and product specialist capability building through internal and external training at home and abroad as well as coaching processes by experts.

## PERFORMANCE SUMMARY OF COMMERCIAL BUSINESS SUB DIRECTORATE

The Commercial Business Sub-Directorate is currently part of the Small and Medium Directorate, which is part of BRI's Corporate Business which consists of State-Owned Enterprises (SOE) Corporate Business and Non-SOE Corporate Business. The Non-SOE Corporate Business serves non-SOE corporate customers with top tier classifications in each industrial sector and provides integrated financial product and service solutions, both for loan facility needs, as well as placement and management of funds and transactions. The business products and services provided include savings management, loans, as well as various transaction banking services and business banking services. In providing loan facilities, the Business Division also seeks to optimize opportunities in terms of value chain business and cross selling. Currently the Commercial Business Sub Directorate consists of the Manufacturing and Property Division and the Agribusiness Division. The Manufacturing and Property Division serves the non-agribusiness segment in distributing credit to a number of industries such as pulp and paper, consumer goods, automotive, e-commerce and the health industry. The Agribusiness Division is a division that provides commodity financing from the upstream sector, downstream sector and

supporting services. The commodities financed include palm oil plantations, sugar, trade, livestock, and so on.

Agribusiness, manufacturing, consumer goods, health industry and e-commerce segments are the target markets for Non-SOEs Corporate Business. Agribusiness loan development prioritizes financing for export commodities that have a competitive advantage and multiplier effect on micro businesses and SMEs. Meanwhile, the non-agribusiness segment distributes loans to a number of industries such as pulp and paper, consumer goods, automotive, e-commerce and the health industry. Services to corporate segment customers are carried out end to end with a tailored proposition according to the client's business character, including managing deposits, providing various types of financing facilities, as well as various transaction services ranging from Qlola cash management, treasury, investment services and other banking business services. Corporate Business also plays a role in catalyzing the growth of other segments, namely the micro, consumer and SME segments by optimizing the business value chain and cross selling in the business ecosystem.

## CORPORATE BUSINESS

Corporate Business at BRI is managed by two Directorates, namely the Institutional & Wholesale Business Directorate and Sub Directorate of Commercial Business. Corporate Business includes State-Owned Enterprises Corporate Business and Non-SOEs Corporate Business. The scope of Corporate Business products and services includes deposit management, providing various types of financing facilities, as well as various transaction banking services and business banking services. To focus more on exploring customer needs from upstream to downstream, since the end of 2021 BRI has divided the management of corporate segment exposure based on industrial sector, into several divisions. Some of these divisions include the Agribusiness Division, Manufacturing and Property Division, Energy and Mining Division, Infrastructure, Transportation, Oil and Gas Division, Non-Bank Syndication and Financial Institution Division, Institutional Business Division and Transaction Banking Division.

In 2023, the wholesale and institutional business segments developed innovative and adaptive strategies in response to dynamic changes in macroeconomic conditions. In the spirit of continuous innovation, BRI pays special attention to the business needs of customers in this segment, taking a proactive approach to facing challenges and exploiting opportunities. The strategy set by the Institutional & Wholesale Business Directorate in 2023 covered:

1. Growing through selective and careful business expansion (selective growth).
2. Mastery of customer transactions to increase deposit of low-cost funds (CASA transaction based) and fee-based income.
3. Increasing the volume of transactions ranging from cash management, trade and guarantees, foreign exchange, supply chain financing, investment services, to managing company payroll.
4. Becoming a catalyst to encourage growth in the SME and Micro segments.
5. Offering financial solution products and services that can be tailored to the needs of companies in the wholesale and institutional sectors.
6. Increasing RM knowledge and skills as well as product specialists in wholesale and institutional settings according to the customer's industrial sector.

These strategies have increased achievements in the wholesale and institutional business segments in 2023, and will continue to be developed to maintain positive momentum in achieving performance. These strategic steps continue to be strengthened to ensure continued positive results in the wholesale and institutional business segments at BRI.



**Table of Corporate Segment Performance (Productivity)**

(Bank Only, in IDR millions)

Description	2023	2022	Growth	
			Nominal	(%)
Loans	206,824,678	180,620,020	26,204,658	14.51%
Simpanan	491,087,384	464,028,257	27,059,127	5.83%
Fee Based Income	4,649,387	3,207,080	1,442,307	44.97%

Based on the performance table above, corporate segment loans in 2023 reached IDR 206.82 trillion, an increase of 14.51% compared to 2022 which reached IDR 180.62 trillion. In terms of savings in 2023, it was IDR 491.09 trillion, so in terms of Intermediary Ratio (LDR) in 2023 it was recorded at

42.12%, this is in line with the corporate segment's focus on optimizing its sources of funds. Fee based income in 2023 was IDR 4.65 trillion, an increase of 44.97% compared to 2022 which was IDR 3.21 trillion.

**Table of Corporate Segment Performance (Productivity) Per Sector**

(Bank Only, in IDR millions)

Corporate Segment Loans Per Sector	2023	2022	Growth	
			Nominal	(%)
Agriculture	30,265,580	25,515,870	4,749,710	18.61%
Mining	28,995,667	12,408,587	15,587,080	125.62%
Industry	45,361,102	47,533,803	(2,172,702)	(4.57%)
Electricity, Gas and Water	28,659,200	34,640,499	(5,981,299)	(17.27%)
Construction	21,202,421	20,620,402	582,019	2.82%
Trade, Restaurants and Hotels	17,066,890	11,785,946	5,280,944	44.81%
Freight, Warehousing, Communication	14,209,161	8,228,382	5,980,779	72.68%
Business World Services	20,092,877	18,766,103	1,326,774	7.07%
Social Services	1,971,114	1,119,793	851,321	76.02%
Etc	667	635	32	5.03%
<b>Total</b>	<b>206,824,678</b>	<b>180,620,020</b>	<b>26,204,658</b>	<b>14.51%</b>

The total loan performance for the corporate business segment was IDR206.83 trillion, an increase of 14.51% compared to 2022 which was IDR180.62 trillion. This increase mainly came from growth in the mining sector of IDR15.59 trillion or growing 125.62%, the transportation-trade-communication sector of IDR5.98 trillion or growing 72.68% and the trade-restaurant-hotel sector which grew IDR5.28 trillion or 44.81%.

### Corporate Business Strategy in 2023

Through various product innovations and appropriate business strategies, Corporate Business at BRI recorded good performance throughout 2023. To continue this positive trend, a more focused strategy is needed, including the following:

#### 1. RM Workbench Development

RM Workbench is used to increase the productivity of the wholesale segment in terms of achieving KPIs, collaboration tools, account planning, and value chain tracking because so far there has been a gap in monitoring this due to limited tools.

#### 2. Development of the Next Development Phase of WCWB on End to End Loan Process

BRI Spot Corporate is an initiative to accelerate the acceleration of the loan process starting from applying for loan facilities to loan decisions in the corporate segment as an effort to realize the aspirations of the corporate business segment, namely "House Bank for Leading Indonesian Corporates and Institutions".

**3. Implementation of Client Service Team**

To support the wholesale segment's BRIVolution 2.0 aspirations regarding pain points in the marketing process by wholesale segment RMs, a work program is needed to maximize the business potential of corporate customers by collaborating between work units with the aim of making improvements to business processes, namely setting up the next gen sales operating model (CST) implementation).

**4. BRITASK Development**

KMK W/A and KJP disbursement mechanism which forms a limit in the form of a reference number and disbursement per account.

**5. Value Chain Tactical Program**

The value chain tactical program is used to activate the role of regional offices and branch offices that are clear and tactical in nature to boost collaborative value chain performance.

**Corporate Business Competitive Advantage and Innovation**

Institutional & Wholesale Business development is directed at achieving the vision of Becoming The House Bank for Leading Indonesian Corporates & Institutions in 2025. The Institutional & Wholesale Business segment focuses on building long-term strategic relationships with large customers. BRI as the largest bank in Indonesia operating in this segment provides a variety of financial services to meet various customer needs.

The intense business competition currently faced by business actors means that business actors are always looking for ways to make the business they run more effective and efficient, and of course generate maximum profits for business expansion needs. Effective and efficient are the two main keywords delivered to customers. By connecting all business activities of a business ecosystem on one banking platform, namely QLola by BRI, all business activities become digitally connected. The effect of connecting the business activities of an industrial ecosystem on one platform, makes it easier for BRI business customers to carry out business activities such as payments, use of bailout facilities, bank guarantees, trade services and liquidity management. By integrating all products and connecting business activities at QLola by BRI, it is also easy for BRI customers to monitor asset and liability portfolios, track ongoing business processes and calculate cash flow projections that must be prepared. Therefore, we say that these things really facilitate the business activities of business actors, so that business processes run more effectively and efficiently.

**Business Strategy Business Prospects and Corporate for 2024**

In accordance with the business sectors managed by Corporate Business, namely agribusiness, manufacturing, consumer goods, health industry serta e-commerce, the business

prospects for Corporate Business continue to increase, supported by economic improvements after the decline in Covid-19 which has encouraged public consumption. The corporate business prospects and strategies are explained as follows:

**1. Business prospect**

Especially for non-SOEs corporate businesses, the agribusiness sector has quite good prospects, especially in the palm oil industry. The prospects for the palm oil industry are now increasingly bright both in the domestic market and in the world market. This sector will become increasingly strategic because it has a great opportunity to play a greater role in becoming a motor for national economic growth and absorbing labors. Palm oil is a basic requirement for a number of foodstuffs, industrial needs and vegetable oil fuel. The palm oil portfolio in the Agribusiness Division currently stands at 57%, so in the future it is possible for the Agribusiness Division to expand into sectors outside of palm oil with the aim of mitigating spreading risk, of course while prioritizing the top ten debtors in its business sector. The manufacturing sector has very high prospects in line with the large demand from the public and the manufacturing sector each year contributes to the national gross domestic product.

**2. Corporate Business Strategy**

Corporate Business Strategy will focus on several strategies, namely:

- a. Optimizing existing customer transactions.
- b. Looking for new sources of growth, by expanding to new customers and industry segments with a focus on fee income generation and transaction based business.
- c. Selective loan growth by targeting customers with priority and investment to grow criteria, especially lending to new industries that are a priority for the government, including agro technology, green and food industries, energy security-based industries, and others.
- d. Increasing the CASA portion of corporate customers in order to maintain wholesale costs of funds as efficiently as possible by applying the principle of transaction-based products and services.
- e. Ecosystem-based business development for each industrial sector to optimize value chain potential by collaborating with SME, Consumer and Micro businesses, will prepare special offers for client business ecosystems from upstream to downstream and supporting services that can serve transaction, savings and loan needs as well as able to support the efficiency and effectiveness of clients' businesses, especially regarding finances. This activity is in line with BRI's Corporate Business aspirations to become a catalyst of growth in the SME, Consumer and Micro segments and support the formation of close loop transactions in the client's business ecosystem.



## INSTITUTIONAL AND TRANSACTION BANKING BUSINESS

### Institutional Business

BRI has a big role in the institutional business to provide banking products and services for state institutions or institutions sourced from the State Revenue and Expenditure Budget (APBN). The banking solutions provided include management of savings services (current accounts and deposits), distribution of ASN Performance salaries and allowances, distribution of social assistance, state revenues (Tax, PNB, etc.), *digital banking* (Qlola, *virtual account*

, *marketplace* government , *platform* /ecosystem collaboration , etc. ), *value chain* ( *vendor* financing , domestic/foreign loans, bank guarantees, etc.) and other banking services to meet the needs of institutions or institutions so that BRI serves the business ecosystem overall. The customers served by institutional businesses are Ministries/Government Agencies, TNI, Polri, State Insurance, Public Service Agencies, and State Universities.

Table of Institutional Business Performance (Productivity)

(in IDR millions)

Description	2023	2022	Growth	
			(Nominal)	(%)
Current account	43,929,571	36,044,082	7,885,489	21.88 %
Deposit	88,625,508	82,186,259	6,439,249	7.83 %

Institutional Business Current Accounts in 2023 amounted to IDR43.93 trillion, growing 21.88 % compared to 2022 which amounted to IDR36.04 trillion. This increase was in line with the Company's strategy to increase the collection of low-cost, transaction-based funds by optimizing *wholesale customer business*. Likewise, Institutional Business deposits in 2023 amounted to IDR88.63 trillion , an increase of 78.3% compared to 2022 which amounted to IDR82.19 trillion. In addition, the institutional business succeeded in increasing CASA from 30,49% in 2022 to 33, 14% in 2023 which also had an impact on fund stability and Cost of Deposit (COD) *efficiency* .

### Institutional Business Strategy in 2023

Institutional Business focuses on CASA (current account) growth, maintaining Cost of Deposit (COD), accelerating customer *value chains* , becoming a bridge for other BRI business segments in working on institutional business, and building collaborations on *digital banking platforms* with institutional customers .

### Institutional Business Competitive Advantage and Innovation

BRI Institutional Business is a *leader* in managing state finances. More than 65% of savings, salaries ( *payroll* ) and performance allowances for Indonesian Ministries/Institutions are managed

by BRI Institutional Business. Institutional Business has digitized state financial services through various products such as migrating Ministry demand deposits into *virtual accounts* equipped with the *Qlola* transaction service *platform* , Government Credit Cards (KKP), and is actively involved in various financial *platform digitalization processes* in each Ministry/Institution. BRI's institutional business is also getting deeper into working on *the value chain* of Ministries/Institutions.

### Business Prospects and Strategy of Institutional Business in 2023

The business prospects for ministries/institutions are very good because there are many opportunities that have not been exploited so far. So far, BRI has been strong in the Employee Expenditure and Social Assistance Expenditure Ministries/Agencies sectors. However, it is a minority in the goods and capital expenditure sector. For this reason, since 2021 and in future business plans, BRI has planned to work on *the value chain* Ministry/Agency capital expenditures and goods , such as *vendor financing*, bank guarantees, employee loans, Financial Institution Pension Funds, custodian, *trustee* and so forth. BRI is also increasingly building various government *digital platform collaborations* because they are the biggest component in the transformation of state financial management. BRI's institutional business is also becoming more efficient because it has succeeded in increasing CASA and maintaining Cost of Deposits (COD) amidst tight competition in interest rates.

## TRANSACTION BANKING BUSINESS

The Transaction Banking business has played an important role as one of the main pillars for maintaining BRI's business continuity in 2023 and in the future. Because the big role of the *transaction banking business* is to accelerate the collection

of funds and increase the acquisition of *fee based income* The target of the transaction banking business segment is companies and/or agencies that have complex financial transaction needs that are closely related to liquidity management.



The products and services offered by the *transaction banking business* include the following:

**1. Qlola Cash Management (one of the products on the Qlola platform)**

It is an internet-based banking financial service solution with a user interface and in the form of web services that are connected to the customer's system. The services provided can be platform-based and non-platform. Platform-based service features include receivables, liquidity management, payment, supply chain management, trade finance and guarantee features with the advantages of being user friendly, real time and having adequate security features (hard and soft tokens). The non-platform based transaction features are in the form of web services and virtual accounts (BRIVA) which support financial transaction needs in general or can be customized to customer needs.

**2. BRI Current Account**

It is a savings product that serves customers' transactional needs, with withdrawal facilities via script (cheque/bilyet

current account) and can be done via ATM or *digitally* through Qlola Cash Management.

**3. BRI Trade Finance**

It is a comprehensive and integrated export-import service for exporters/importers either via *Letter of Credit* (L/C) or Non-L/C and Letter of Credit with Domestic Documents (SKBDN). These various services have also been integrated end-to-end with the Qlola platform under the name Digital Trade.

**4. BRI Bank Guarantee**

It is a service for bank guarantee needs (contingencies) both locally and internationally in the form of facilities provided to customers including insurance guarantees, non-cash loans, cash collateral and under counter guarantees. These various services have also been integrated end-to-end with the Qlola platform under the name Digital BG.

**Table of Transaction Banking Performance (Productivity)**

(in IDR millions)

Description	2023	2022	Growth	
			(Nominal)	(%)
Volume Trade Finance	711,928,396	595,877,310	116,051,086	19.48%
Volume Bank Garansi	108,703,349	83,714,386	24,988,963	29.85%
include Qlola Cash Management	6,788,672,110	5,070,180,009	1,718,492,101	33.89%
Volume BRIVA	830,293,400	635,382,770	194,910,630	30.68%

Transaction banking performance in 2023 generally showed improvement. This can be seen from the trade finance volume which increased by 19.48%. Meanwhile, the volume of bank guarantees increased by 29.85%. The growth of trade finance and bank guarantees was supported by various improvements in operational procedures, products, as well as the digitization of trade and guarantees on the Qlola platform. Customer transactions via the Qlola cash management platform during 2023 also increased. Qlola cash management cash management volume experienced growth of 33.89%. Meanwhile BRIVA's volume increased by 30.68%.

**Transaction Banking Business Strategy for 2023**

The transaction banking strategy for 2023 was Accelerate to the Future by Developing Best in Class Product which consists of:

1. To be the Value-Added Leader for our Clients in Transaction Banking Market, namely becoming the bank of choice for customers by prioritizing the best features and services so as to provide added value for customers.
2. Deepening Client Centric through New Flows and Programs, through a focus on penetrating new customers who will become the focus of new segments.

3. Delivering Superior Value Propositions, namely increasing the value proposition through providing end to end solutions for customer transaction needs (Qlola) which combines all customer transaction needs on one platform.
4. Developing Best In Class Product Verticals and Horizontally Aligned with Client Needs, by increasing product capabilities through integrated digital services to meet customer needs.

**Transaction Banking Competitive Advantage and Innovation**

Competitive advantage and transaction banking innovation focuses on product digitization and integrated solutions, one of the results of which is the Qlola platform. Qlola is an Integrated Corporate Solution Platform innovation that makes it easier for customers to access various BRI products and services with just one login. Qlola's single sign on access feature consists of cash and trade products, supply chain management, foreign exchange, investment services, financial dashboard and other services. The aim of product competitive advantage and transaction banking innovation that has superior value propositions in the market is to make it more reliable for generating fee based income and low cost funding originating from transactions. The combination of competitive advantage and innovation in transaction banking



products and services provides customers with increased convenience, security and efficiency, supporting overall business growth.

### Business Prospects and Strategy for Transaction Banking Business in 2024

Transaction banking will focus on penetrating new sources of growth originating from currently developing industries such as digital, multi-national companies and FMCG. Apart from that, transaction banking also optimizes the value chain of existing customers so that customer ecosystem transactions can be

served using BRI products and services. Apart from focusing on new sources of growth, transaction banking will strengthen the retail segment with products and services such as supply chain financing, BRIVA and retail current accounts. To help increase retail current accounts, transaction banking utilizes data analytics to generate new leads and insights that will be used by marketers. Facing increasingly fierce competition, the Transaction Banking Division needs to maintain service quality, increase innovation, and remain responsive to changes in market trends and customer needs to ensure sustainable business growth.

### SYNDICATION AND NON-BANK FINANCIAL INSTITUTION SERVICES BUSINESS

Syndication and Financial Institution Non Bank Division has two main business lines, namely:

1. Syndication services business, including the functions of arranger, facility agent, escrow agent and guarantee agent.
2. Provision of facility limits, both committed and uncommitted, to the Non-Bank Financial Industry, both SOEs and Non-SOEs.

BRI Syndication has experience in handling syndicated loans in various business sectors, such as infrastructure, electricity, manufacturing, oil and gas, trade/hospitality/restaurants, plantations, mining, property and other projects in green

businesses. The Non-Bank Financial Institution Division provides integrated services (one-stop financial solutions) for non-bank financial companies, both in the form of providing funding and savings facilities, and other financial services that can be customized according to customer needs. Providing facilities includes providing *security line facilities*, *forex lines*, short-term loan facilities, *intraday facilities*, bank guarantees and guarantees for various needs. The Non-Bank Financial Industry (IKNB) which is BRI's target market includes finance companies, insurance, securities, special financial institutions and other non-bank financial institutions.

Table of Syndicated and Non-Bank Financial Institution Services Business Performance (Productivity)

(in IDR millions)

Description	2023	2022	Growth	
			(Nominal)	(%)
Fee Based Income	245,916	199,487	46,429	23.27%
Outstanding Loan	11,352,705	8,545,428	2,807,277	32.85%
Instanding savings	46,026,235	41,434,892	4,591,343	11.08%

As of December 2023, the Syndication and Financial Institution Non-Bank Division has recorded fee based income of IDR245.92 billion, an increase of 23.27% compared to 2022 of IDR199.49 billion, this increase was in line with the increase in transactions volume, yields, loans and market share from syndicated businesses. Outstanding loans managed by the SJK Division in 2023 amounted to IDR11.35 trillion, an increase of 32.85% compared to 2022 of IDR8.55 trillion which came from lending to financial companies, both subsidiaries and other financial companies. In terms of total deposits, it increased 11.08% from IDR41.43 trillion in 2022 to IDR46.03 trillion in 2023 which came from the success of the ecosystem acquisition of non-bank financial companies.

### Syndication and Non-Bank Financial Institution Services Business Strategy in 2023

In 2023, BRI Syndication Business continued to prioritize loan distribution, especially for infrastructure, agribusiness and electrification projects which have growth prospects during the current year. In addition, BRI BRI also increased the capability and specialization of the BRI syndication team in preparing Corporate Loan Structures in accordance with international standards (Asia Pacific Loan Market Association/APLMA), so as to improve the function of arrangers and agencies in capturing business opportunities, expanding networks, and increasing overall transaction efficiency. Meanwhile, for the Non-Bank Financial Institution Services business, the focus was more on the Non-Bank FI ecosystem to increase the wallet share of the Non-Bank FI business through expansion in top tier financial companies and providing integrated transaction solutions.

### Syndication and Non-Bank Financial Institution Services Business Competitive Advantage and Innovation

BRI Syndication Services provides corporate solutions for Companies and Institutions in financing starting from syndication *arranger* and agency functions consisting of facility agents, *escrow agents* and guarantee agents. The *arranger and operational* functions of syndication agents are supported by competent human resources and specialists in their fields. Providing facilities for companies in the IKNB sector also provides *one stop solutions* for customers. The integration by offering Qlola as an integrated solution aims to better support customer transactions. By strengthening transactions within the ecosystem, the goal is to lower overall deposit costs. This is done by expanding and increasing the volume of transactions in the Qlola ecosystem so as to provide added value for customers.

### Other Segments

Other segments include Treasury Business , International Business and Capital Market Support Services Business.

### Business Prespect and Strategy for Syndication and Non-Bank Financial Institution Services Business in 2024

In 2024, the Syndication and Financial Institution Non Bank Division will implement a selective strategy in providing syndication services to companies that have good prospects and focus on business operations that prioritize Environmental, Social and Governance (ESG) and Sustainability Finance aspects. Meanwhile, from the IKNB business, the Syndication and Financial Institution Non Bank Division will collaborate and provide support with the BRI Group (Pegadaian, Permodalan Nasional Madani, BRI Finance, BRI Danareksa), penetrating the capital market ecosystem, insurance, multi-finance and other financial services.

## TREASURY AND GLOBAL SERVICE DIRECTORATE PERFORMANCE SUMMARY

BRI's Treasury and Global Services (TGS) segment covers three business pillars, namely Treasury Business, Investment Services and International Business, including the Overseas Channel which consisted of the Overseas Work Unit and Bank Representative (BR). TGS continued to optimize its role in terms of liquidity management, profitability center, capital markets, providing bank lines and bank correspondence, BRI networks abroad, TGS transaction solutions as a catalyst for other segments.

As part of the strategy to achieve BRIVolution 2.0, TGS carried the aspiration of Market Leading Bank in Treasury and Global Services with Sustainable and Meaningful Contribution to BRI Group in 2025. Business fundamentals and other activities that continue to be transformed increasingly solidly support the performance of the TGS segment amidst challenging conditions in 2023.

In line with BRI's 2023 focus on 'Strengthen Retail Banking Capabilities', the TGS strategy was designed to ensure optimum contribution and sustainable value creation, especially through intensifying TGS product transactions for customers in the retail segment such as foreign exchange (forrex), cross border payments (remittances), money changer, securities and BRIFINE by Financial Institution Pension Funds BRI. The formulation of new business growth sources, new business models and re-engineering of business processes continued to be carried out to encourage BRI to realize its vision in 2025 'The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion'.

TGS solutions were closer to customers, at any moment in any place, through BRI super apps: BRIImo and QLola. This strategy helped maintain the performance of the TGS segment amidst the pressures of 2023, especially regarding the central bank's benchmark interest rate policy which was on an upward trend and tighter national liquidity.

Table of Treasury and Global Services (TGS) Financial Performance

(in billion Rupiah)

COMPONENTS	2023	2022	2021	2020	2019	CAGR
Total Non-Interest Income	3,073	3,254	5,472	4,284	2,139	
Treasury Business	2,298	2,610	4,925	3,764	1,599	9.48%
International Business	452	357	276	282	331	
Investment Services	323	287	272	238	209	



COMPONENTS	2023	2022	2021	2020	2019	CAGR
<b>Total Interest Income</b>	<b>16,639</b>	<b>16,230</b>	<b>14,945</b>	<b>12,596</b>	<b>11,551</b>	
Treasury Business	15,637	15,839	14,886	12,505	11,500	9.55%
International Business	1,002	391	59	91	51	
<b>Overseas Work Unit Profit</b>	<b>340</b>	<b>499</b>	<b>467</b>	<b>376</b>	<b>384</b>	<b>(3.00%)</b>
<b>TOTAL</b>	<b>20,052</b>	<b>20,079</b>	<b>20,884</b>	<b>17,184</b>	<b>14,074</b>	<b>9.25%</b>

The annual decline in TGS income from non-interest income was influenced by treasury business activities in line with the thinning of the interest rate differential between domestic and global interest rates which had an impact on the forex market. Market risk management for treasury business managed portfolios and liquidity risk became the main focus of activity in 2023 in addition to expanding the customer base which encouraged optimum performance of all product lines, reflected in an increase in market share in the industry. TGS's commitment to sustainable contributions was strengthened by the implementation of the ESG (environment, social, governance) pillar in various activities, such as the issuance of green bonds amounting to IDR6 trillion in 2023. Apart from revenue, TGS continued to increase transactions that can grow CASA, such as cross border payment transactions and custodian services.

In order to improve performance in 2023 and strengthen fundamentals for the following years, the implementation of the TGS strategy was carried out through three formulated foundations:

#### 1. New Source of Growth

- TGS digital solutions - Development of digital access to TGS product services to make it easier for customers to use products offered through BRImo super apps (Financial Institution Pension Funds, foreign exchange conversion, international transfers, RDN, E-SBN); QLola wholesale super apps (Financial Institution Pension Funds, custodian, foreign exchange conversion, international transfer); as well as iBBIZ (forex conversion)
- Addition of Bank Representative corridors in the Middle East (Kuwait)
- Utilization of customers' Export Proceeds Foreign Exchange (DHE) funds through Swap transactions and placement in Bank Indonesia Term Deposits.
- Connecting Indonesian business to the global market, through business referrals and business matching from overseas channels with BRI customers in Indonesia
- Human Capital Solution (Ecosystem) through Financial Institution Pension Funds products, namely the Defined Contribution Pension Program (PPIP); Post-Employment Compensation Fund Pension Program (PPDKP) and Health Compensation Fund Pension Program (PPDSK)

#### 2. New Business Model

- Increasing the role and function of Bank Representatives to be able to serve the financial service needs of Indonesian-related businesses abroad
- Addition of securities service channels for retail customers on the BRRights application, synergy with PT BRI Danareksa Sekuritas
- Banknotes sales transactions using BRI QRIS

#### 3. Business Process Reengineering

- Bank Line Approval System, increases the efficiency of the bank line decision process while maintaining the principle of prudence
- Quality Management ISO 9001:2015 certification for custodian services
- Implementation of ESG in TGS activities, such as increasing ESG-based portfolio shares in Treasury and Financial Institution Pension Funds; issuance of Green Bonds and subordinated bonds on an inclusive basis; and ESG assessment in business decision making

Business growth and sustainable contributions in line with BRI's mission statement in 2024 which focused on retail business capabilities and synergy with Subsidiary Companies were the basis for preparing the TGS strategy for 2024 as follows:

- 1. Customer Driven Products**, developing TGS products and services according to customer needs
- 2. Customer Base**, TGS continued to increase penetration, especially in the retail segment, through collaboration with regional offices. Increasing the customer base will also continue to be carried out through optimizing the Overseas Work Unit and Bank Representative functions
- 3. Product channel**, synergy with Subsidiary Companies to increase customer accessibility and cross-selling of TGS products and services
- 4. Overseas channel**, increasing BRI's network abroad through the addition of BR
- 5. Digitalisasi**, increasing service access for customers and optimizing TGS product productivity through digital transformation of both domestic and overseas work units.

## TREASURY BUSINESS

Treasury products and services are one of BRI's pillars in becoming a *one stop financial solution* to meet the needs of customers in both individual and corporate segments. BRI continues to develop products in accordance with customer needs (*customer driven products*) which refer to internal and external regulations and prioritize the principle of prudence (*risk management*). This takes into account the challenges and economic conditions during 2023, so that BRI is here to provide the right solutions according to customers' financial needs. In general, customers' needs include conducting *foreign exchange (forex) transactions*, *money market*, *fixed income*, and transactions related to derivative products.

### 1. Foreign Exchange

Trading between one currency and another currency with a delivery time on a certain date. The foreign exchange products include TOD, TOM and Spot transactions.

### 2. Money Market

Based on Bank Indonesia Regulation (PBI) Number: 18/11/PBI/2016 concerning Money Markets, Money Markets are

part of the financial system which is concerned with the activities of issuing and trading financial instruments or debt securities with a term of no more than 1 (one) year in Rupiah and foreign currency, which plays a role in the transmission of monetary policy, achieving financial system stability and smooth payment system.

### 3. Fixed Income

Investment products with a fixed level of income in the form of debt securities or bond trading services, issued by the government or private sector either through the *primary market* or *secondary market*.

### 4. Derivative Products

Transactions based on a contract or payment agreement whose value is a derivative of the value of the underlying instrument, such as interest rates and exchange rates, or *forwards*, whether followed by movement or without movement of funds or instruments, but do not include credit derivative transactions.

Table of Treasury Business Performance (Productivity)

(Bank Only)

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset Interest Income (in IDR millions)	16,638,984	16,299,745	339,239	2.08%
Security Gains (in IDR millions)	1,868,756	1,591,000	277,756	17.46%
Forex Gains (in IDR millions)	428,532	1,018,444	(589,912)	(57.92%)
<b>Non-Loan Productive Assets (in IDR trillion)</b>	<b>485</b>	<b>578</b>	<b>(93)</b>	<b>(16.09%)</b>
Statutory Reserves Ratio	86	150	(64)	(42.67%)
Placement at Bank Indonesia	48	54	(6)	(11.11%)
Placement with Another Bank	13	14	(1)	(7.14%)
Securities	305	309	(4)	(1.29%)
Reverse Repos	33	51	(18)	(35.29%)
<b>Foreign Exchange Activity (in USD million)</b>	<b>63,212</b>	<b>54,697</b>	<b>8,515</b>	<b>15.57%</b>
Retail Client	14,415	11,785	2,630	22.32%
Institutional Clients	48,798	42,912	5,886	13.72%

Financial market movements in 2023, which are heavily influenced by economic turmoil, both global and domestic, will pose a challenge to *treasury activities*. One of the reasons for the decline in non-interest income in 2023 was a decrease in treasury assets to meet liquidity needs due to growth in bank lending. In 2023, the benchmark series 10-year tenor bond yield reached its highest point at 7.26% (December 2022: 6.94%). This was a challenge in maintaining performance originating from securities transaction activities in the midst of portfolio

management that paid attention to risk management aspects. To increasing penetration of existing products and marketing new products to customers was the main focus to encourage non-interest income performance as a source of *sustainable treasury income*.

Increasing *market share* with a focus on *client based transactions* and optimum portfolio management including liquidity management played a role as two main pillars in supporting BRI



*treasury performance* in 2023. BRI *Treasury* will also continued to optimize its function as a *market maker* in the domestic securities market considering the capacity and potential owned in portfolio management. Client flow for foreign exchange transactions grew by 15.57% yoy with the largest increase recorded in the retail segment at 22.31%. This became one of the fundamentals built to support the strategy in 2023 to strengthen BRI's retail segment as a whole.

The development of the treasury business in 2024 was in line with one of BRI's strategic focuses, namely strengthening retail banking capabilities and optimizing the contribution of subsidiaries. Client based transactions, also supported by the development of customer driven products as a solution to customer needs, are expected to be a milestone in treasury performance in 2024 amidst market and economic conditions that are full of uncertainty. So that the treasury business can continue to increase its contribution in a sustainable manner to BRI's performance in various liquidity, market and economic conditions.

### Treasury Business Strategy in 2023

In 2023 *treasury* business strategy focuses on several things including:

1. Increasing the client base both domestically and globally, both institutions and individuals by carrying out joint marketing activities with BRI Group Work Units and synergies as an effort to increase market penetration and market share.
2. Dynamic asset and liability management by considering measurable liquidity, market and credit risk management, as well as paying attention to the growth of the bank's *core business*.
3. Enhancement of treasury business products and services through digitalization in accordance with customer needs (customer driven products) is implemented through the BRIfex 1.2 update program while paying attention to ESG development aspects in it.
4. Improving business processes and monitoring that are more effective, comprehensive and automated, supported by reliable human resources, through the Guava upgrade program version 3.3.
5. *Customer driven products* to increase BRI's role as *one stop financial solutions* while adapting to applicable regulations, including in 2023 BRI will be able to carry out BSD IDR transactions with *clients*.
6. Comprehensive risk management in carrying out all activities considering the challenging economic conditions in 2023. Reducing the sensitivity of securities portfolios (through the duration indicator and DV-01) amidst the trend of increasing returns will be a focus in the second half of 2023 as a market risk mitigation strategy.

### Treasury Business Competitive Advantage and Innovation

BRI's competitive advantage with a network spread across all regions in Indonesia is one of the keys to increasing *the treasury client base*, especially in the retail segment.

In addition, continuous development of human resource capabilities is expected to become the foundation for optimal *treasury activities*. In 2023, BRI *Treasury* received several awards for its performance and contribution to the financial market, such as:

1. Global Finance – Sustainable Finance Award
2. Alpha Southeast Asia - The Best FX Bank For Retail Client
3. Euromoney Foreign Exchange Awards - The Best FX Bank Rest of The World (Indonesia)
4. LSEG Indonesia Award – Refinitiv - The Best State Bank
5. Bank Indonesia - The Best Conventional Bank Supporting Foreign Currency Monetary Control
6. The Asset – Triple A – Best in Treasury and Working Capital SMEs in Indonesia
7. The Asset – Triple A – The Best Issuer for Sustainable Finance and Best Sustainability Linked Loan
8. Ministry of Finance - Main SUN Dealer with the Best Performance 2023
9. Ministry of Finance - Main SUN Dealer with the Best Performance in the Primary Market 2023
10. Ministry of Finance - Main SBSN Dealer with the Best Performance 2023
11. Ministry of Finance - Main SUN Dealer with the Best Performance 2022
12. Ministry of Finance - Main SUN Dealer with the Best Performance in the Primary Market 2022
13. Ministry of Finance - Main SBSN Dealer with the Best Performance 2022

BRI continues to build an innovative culture, including increasing *Treasury activities* in line with its vision in 2025 to become a *Market Leading Bank in Treasury and Global Services with Sustainable and Meaningful Contribution to the BRI Group*. Some of the innovation activities carried out throughout 2023 are as followst:

1. BRIEFX 1.2 which consists of BRIfex Channel Integrated, BRIfex Improvement and custom pricing. Deliverable activities include the integration of all forex transactions on BRIfex which will have an impact on monitoring BRI's PDN as a whole, while providing differential rates for the customer sector as a form of improving services for BRI Private and BRI Platinum customers in order to get a better exchange rate compared to normal customers. As for foreign exchange custom pricing for private customers and platinum customers, this pricing can be linked to various BRI channels, for example BRIMO.
2. Implementation Central Counterparty (CCP) is a clearing institution appointed by the regulator to carry out the function of clearing derivative transactions between parties. The implementation aims to create a liquid, efficient, inclusive and safe financial market and as one of the financial market infrastructures to reduce the risk of derivative transactions in Indonesia which is estimated to have a total volume per day reaching eq USD 300 million.
3. BRI Swap Deposit (BSD) IDR to Foreign Currency is a structured

product, and currently BSD only serves foreign exchange to foreign exchange transactions due to PBI 18/18/PBI/2016 (in accordance with OJK permission for BSD Products). With the new changes to PBI 24/7/PBI/2022, the Rupiah currency pairing feature will be added to foreign exchange in BSD (regulatory) products.

4. Upgrading Guava version 3.3 is an upgrade as a result of the Guava deep dive demo which was carried out in September 2022 and in the context of FRTB Implementation (Regulator June 2023), so it is necessary to upgrade the Guava system, which after upgrading Guava can meet the FRTB calculation needs. There are improvements to the calculation of daily compounding interest for Repo transactions using ARR as well as improvements to the treasury system, one of which is the addition of a mutual fund transaction bookkeeping module via Guava.
5. Funding Plan Issuance of non-TPF instruments is used to meet BRI's liquidity needs. Issuance of non-TPF funding is carried out tentatively while paying attention to the growth of TPF and loans as well as market conditions. This non-TPF issuance includes the issuance of Long Term Notes (LTN) in the context of Tapera credit financing.

#### Treasury Business Prospects and Business Strategy for 2024

*treasury business strategy for 2024 is aligned with BRI's main goal*

in 2025 to become *The Most Valuable Banking Group in South East Asia and Champion of Financial Inclusion* with a commitment to continue to increase positive contributions to BRI. In the midst of economic uncertainty in 2024 due to the risk of a global recession, high inflationary pressures and geopolitical conflicts. The focus on increasing *client flow* from the retail business and synergy with subsidiaries will be the main focus of BRI's *treasury business* for sustainable business growth. Apart from business activities, investment activities and meeting funding needs outside of third party funds are also directed to focus on *Environmental, Social and Governance* (ESG) so that *treasury business activities* not only have an impact on the Company's performance but also on the environment. Increasing synergies both with other businesses at BRI and with subsidiaries is also one of *treasury's focuses* in optimizing products, services and revenue potential.

Marketing to foreign currency loan and savings customers and those who have foreign currency needs, such as customers who carry out export-import transactions in all BRI *regional offices*, is the focus of the strategy to increase exchange rate activity in the retail segment. Meanwhile, in the corporate segment, acquiring new customers and increasing penetration of existing customers in several potential sectors is a strategy to achieve one of the missions in the BRIVolution 2.0 *Treasury and Global Services* (TGS) business segment, namely 50% penetration of *treasury products*.

#### INTERNATIONAL BUSINESS

BRI has the capability and experience in serving customers' financial activity needs related to products and services in the fields of correspondent banking business, remittance business and banknotes business. All of these business fields have contributed greatly to supporting income growth in terms of interest income, fee-based income, including increasing fund collection and as a catalyst for growth in other BRI businesses. BRI's International Business Services are also supported by the presence of Overseas Work Units in New York - USA, Cayman Island, Singapore, Hong Kong, Dili - Timor-Leste, and Taipei - Taiwan. Apart from that, there are also BRI Bank Representatives to improve BRI Remittance business services and business referrals in the corridors of Malaysia, South Korea, Taiwan, Saudi Arabia, United Arab Emirates, Kuwait, Hong Kong, Japan and Brunei Darussalam.

BRI's International Business is also supported by professional workers who have international certifications such as Certified Documentary Credit Specialist (CDCS), Certified Specialist for Demand Guarantee (CSDG), Certified International Trade Finance (CITF), Certified Trade Finance Professional (CTFP), Certificate in Principles of Payment (CertPAY) and Certified Trade Finance for Compliance (CTFC) which continue to be updated regularly. This shows that BRI has a full commitment to being a trusted and reliable business partner, in order to provide the best International Business services and in line with customer business developments.

International Business BRI has collaborated with more than 1,200 Correspondent Banks throughout the world in 16 foreign currencies, more than 100 Remittance Companies throughout the world, and is supported by Operational Work Units spread across 38 provinces in Indonesia. BRI also serves foreign currency buying and selling transactions in 22 types of foreign currencies in all operational work units in real-time online. The development of International Business at BRI is supported by the existence of the International Business Division at the Head Office level, especially the International Banking Department, which consists of the foreign correspondent banking business team, domestic and south east Asia correspondent banking business team, remittance business team, remittance product development team, banknotes business team, and supported by overseas channel management and development department, and bank line management department. Meanwhile, products and services from each department and team continue to be reviewed and adapted to customer needs, with the following information:

##### 1. Correspondent Banking Business Products

- a. Bank Guarantee Issuance Under Counter Guarantee, namely the Issuance of Local Bank Guarantee for project owners issued based on Counter Guarantee that is received by Correspondent Bank.
- b. LC/SKBDN Refinancing Business, namely shortterm financing distributed by BRI to Issuing Bank based on



underlying trade transactions in a form of LC/SKBDN.

- c. LC/SKBDN Confirmation Business, namely added guarantee from BRI delivered to a beneficiary based on LC/SKBDN issued by counterpart bank (issuing bank).
- d. Trade Asset Participation Business, the overtaking of some or the entire risk of payment claims (bank risk or country risk) with underlying trade that referred to the provision in Banker's Association Finance and Trade (BAFT).
- e. Banker Acceptance, a short-term liquidity facility that is provided by BRI as the lender or funding bank with underlying trade LC/Non-LC.
- f. Bank to Bank Forfeiting Business, overtaking of payment claims without regress with an underlying trade transaction that refer to the Uniform Custom Rules for Forfeiting (URF).
- g. Bank Loan, it was a long-term loan facility provided by BRI to correspondent banks in order to fulfill liquidity for correspondent banks in rupiah and foreign currencies.

## 2. Cross Border Payment Business Products

Cross border payment (fund transfer) can be defined as a cross-border movement/transfer of funds from the sender (the originator of payment) to the recipient (the beneficiary of payment). This product includes BRIfast inward cross border payments (cooperation and non-cooperation) and BRIfast outward cross border payments.

- a. **BRIfast Inward Cross Border Payment (Cooperation and Non-Cooperation)**
  - BRIfast Incoming Cooperation is a service for sending funds from abroad to Indonesia using the BRIfast application via the BRI Cooperation Counterpart Channel abroad, generally this transaction comes from PMI (Indonesian Migrant Workers) remittances.
  - BRIfast Incoming Non-Cooperation is a service for sending funds from abroad to Indonesia using the SWIFT platform, generally this transaction is a transaction that has an underlying trade (export-import).
- b. **BRIfast Outward Cross Border Payment**  
It is a transfer service for overseas destinations using foreign currency, including transferring funds into the country using foreign currency.
- c. **Global MT 940 and MT 101 Services**  
This is a service facility to accommodate SWIFT service needs for non-bank multinational companies, especially those that have a network of business units in Indonesia.

## 3. Banknotes Business Products

- a. Purchases and sales of banknotes, are purchases and sales of Foreign Banknotes (UKA) physically by money changer transaction or same currency, with the support of workers who already have certification in

this field.

- b. Banknotes Cash Withdrawals and Deposits, namely banknotes withdrawals and deposits from and to a customer's foreign currency savings account are subject to the provision in accordance with applicable regulations and served at BRI operational work units.
- c. Same Currency Transactions, namely sales of banknotes to other Banks/Counterparties with payments in the same currency at competitive rates.

## 4. Overseas Channel Management and Development

The list of BRI's Overseas Work Units is as follows:

- a. **BRI New York Agency**  
Established on 8 April 1988 with a Foreign Agency License, BRI New York Agency became BRI's first Overseas Work Unit to follow customer business in facilitating loan, trade finance, treasury, *cross border payment*, and payment and settlement transactions in USD, as well as helping promote BRI MSMEs in the American market. BRI New York Agency could also provide USD clearing services to national banks and other banks overseas
- b. **BRI Hongkong Representative Office**  
Established in 1989 as the Second Overseas Work Unit, BRI HKRO has a license as a Representative Office. The role of BRI HKRO is as a representative of the BRI Head Office in Hong Kong in conducting business referrals for BRI products and services at head office, BRI overseas work units and BRI Group as well as communicating with all BRI stakeholders in Hong Kong (customers, shareholders, regulators, etc.). The BRI Hong Kong Representative Office also helps promote BRI MSMEs in the Hong Kong and China markets.
- c. **BRI Cayman Island Branch**  
Established on 5 November 1992 with a Banking License Category B, BRI Cayman Islands was BRI's third Foreign Work Unit serving loan, trade finance, treasury transactions, as well as transactions related to financing related to Indonesia related business, especially projects of the government of the Republic of Indonesia.
- d. **BRI Singapore Branch**  
BRISG was established in 2015 with a wholesale banking licensed to become a BRI trade finance hub serving trade transactions between Indonesia and South East Asia. The opening of a BRI Branch Office in Singapore also became a step taken by BRI in its efforts to follow business customers who had businesses in the South East Asia (SEA) region. BRI Singapore Branch's business activities included loan, trade finance and treasury services related to Indonesia related business.
- e. **BRI Timor Leste Colmera Branch**  
BRITL has a Level B License from Banco Central de TimorLeste (BCTL) and officially operates from March 14, 2017. The establishment of BRI Timor



Leste is intended to expand BRI's retail market by offering products in the form of construction working capital loans, commercial and consumer retail, bank guarantees, savings (savings, current accounts, deposits), cross border payment services, trade finance, delivery of credit reference services, financial consultants. Until now, BRI Timor Leste has 3 (three) Sub-Branch Offices, namely Futuhada Sub-Branch Office, Hudilaran Sub-Branch Office and Audian Sub-Branch Office.

**f. BRI Taipei Branch**

The BRI Taipei Branch officially operated on November 30, 2021. With a full banking license, BRI Taipei Branch can provide retail and wholesale services such as savings, loans, cross border payments and

trade finance. The BRI Taipei Branch was established to accommodate potential import and export transactions between Indonesia and Taiwan and East Asia as well as to become a trade finance hub for BRI serving the area in question

**5. Bank Line Management**

There are several activities carried out, including:

- a. Analysis of macro condition and the risk of counterpart country.
- b. Analysis and recommendations for providing bank line facilities.
- c. Due diligence towards counterparts in order to provide bank line facilities.
- d. Monitoring bank line utilization to encourage optimization.

**Table of International Business Performance (Productivity)**

Description	2023	2022	Growth	
			(Nominal)	(%)
<b>Revenue (in IDR million)</b>				
International Business	1,454,354	748,531	705,823	94.29%
<b>Volume (in IDR billion)</b>				
Correspondent Banking Business	60,905	48,117	12,788	26.58%
Cross Border Payment Business	2,425,000	2,012,581	412,419	20.49%
Banknotes Business	56,423	42,841	13,582	31.70%

International Business Performance recorded revenue with significant growth throughout 2023. International Business revenue reached IDR1.45 trillion or grew by 94.29% compared to 2022 which reached IDR748.53 billion. This growth came from 3 (three) business segments, namely correspondent banking business, remittance business and banknotes business. The majority or 72% of this income came from correspondent banking business transactions with a total transaction volume of IDR60.91 trillion or growth of 26.58%. The achievement of correspondent banking business was supported by optimizing bank to bank business transactions with underlying trade such as trade asset participation, LC/SKBDN refinancing, bank to bank forfaiting, bankers acceptance, bank loans, as well as the issuance of bank guarantees on the basis of counter guarantees from correspondent banks and LC/SKBDN.

The next contributor to International Business income came from cross border payment business with a total transaction volume of IDR2,425 trillion or growth of 20.49%. The achievement of cross border payment business was driven by 2 (two) main sectors contributing to business growth. First, along with the improving economy, this has also resulted in an increase in the volume of export-import transactions at BRI. Second, the increase in

the number of transactions resulting from the acquisition of global partners in the cross-border payment industry for the retail segment in countries such as Malaysia, Singapore, Brunei, Taiwan, Hong-Kong, South Korea, Japan, UAE and Saudi Arabia. International Business income then came from the banknotes business with a total transaction volume of IDR56.42 trillion or growth of 31.70%. These banknotes business transactions originate from money changer services in all operational work units and BRI money changer outlets.

**International Business Strategy in 2023**

The description of the 2023 International Business strategy is explained as follows:

1. **Cross Border Payment Business Strategy**  
Sustaining a Robust Presence in Inbound Cross Border Payment Business and Optimizing Outbound Performance through:
  - a. Integration of system networks from Global Money Transfer Operator (MTO) companies to expand service improvements.
  - b. Channel expansion of outbound/international transfer services via the SuperApps digital application platform to expand market penetration in the retail segment.
  - c. Bank Representative (BR) as a catalyst for Indonesian related businesses to use BRI services.



## 2. Banknotes Business Strategy

- a. Digitalization of Money Changer Transactions  
In order to support the Government's cashless program, BRI facilitates the purchase of banknotes at money changer outlets/BRI work units that can use QRIS so that customers do not need to prepare rupiah in cash for purchasing banknotes transactions.
- b. Acquisition of Hajj and Umrah Travel  
Acquiring Hajj and Umrah travel to expand the banknotes retail market to prospective pilgrims who need SAR banknotes.

## 3. Correspondent Banking Business Strategy

- a. Increasing Correspondent Banking Business transactions through on-boarding correspondent banks and existing correspondent banks while considering the management of product concentration portfolios and risk levels.
- b. Performing risk measurements in each correspondent banking business activity while considering market conditions, soundness levels, bank ratings and fluctuations in benchmark interest rates in order to optimize revenue for BRI.
- c. Increasing the capacity of RM Correspondent Banking through collaboration with BRI Corporate University in the form of organizing education and product specialist certification.

## 4. Overseas Channel Management and Development Strategy

- a. Serving as business intermediaries for BRI Head Office, BRI Group and other Overseas Work Units.
- b. Increasing international business and treasury business transactions and making BRI New York Agency a USD clearing service provider in the South East Asia region.
- c. Making BRI Singapore Branch a Financial and Trade Hub in South East Asia by improving trade finance services, corporate lending/syndication and treasury products.
- d. Digitalizing banking services to increase customer transactions to support the realization of BRI Taipei Branch as a Payment Gateway for the East Asia Market.
- e. Supporting the activities and promotion of Indonesian MSMEs abroad.
- f. Implementing the follow customer business concept as an effort to increase BRI's overseas business.

## 5. Bank Line Management Strategy

- a. Development of the Bank Line Analysis System (BLAST) application to accelerate bank line initiatives and decisions.
- b. Optimal support in providing bank lines that support International Business and Treasury needs while maintaining credit quality.
- c. Banking industry updates for countries that have high exposure or risk.
- d. Initiating bank line Customer Profitability Analysis (CPA) calculations.

## International Business Competitive Advantage and Innovation

The description of competitive advantage and International Business Innovation is explained as follows:

### 1. Cross Border Payment Business

- a. Competitive Advantage
  - Having Bank Representatives and subsidiaries in the main destination countries for placement of Indonesian Migrant Workers (Malaysia, Singapore, Brunei, Hong-Kong, Taiwan, South Korea, Japan, UAE, Kuwait and Saudi Arabia) in order to facilitate the need for superior financial and banking services .
  - Having 100 collaborating counterpart companies spread throughout the world, making it easier to access for customers who require cross-border transfer services
- b. Innovation
  - Multiple channel for international outward/transfer transaction services via the BRImo SuperApps digital application platform which makes it easy for customers to make transactions anywhere and anytime via smartphone
  - Inward cash withdrawal transaction services at BRILink Agents.
  - Inward application in collaboration with BRI counterparts.

### 2. Banknotes Business

- a. Competitive Advantage
  - Has a competitive transaction rate
  - The business banknotes network is spread throughout Indonesia and can be served in all BRI work units including Branch Offices, KCPs, Cash Offices and BRI Units.
  - Being able to serves 22 Currencies, namely USD, EUR, AUD, JPY, SGD, GBP, SAR, THB, HKD, CNY, NZD, AED, MYR, BND, CHF, KRW, PGK, CAD, TWD, PHP, INR and VND.
- b. Innovation
  - In the context of market penetration and mitigating exchange rate movements, banknote transactions with bank customers can be carried out using the same currency payment mechanism. Transactions are subject to provisions for transactions in accordance with applicable tariff provisions.
  - Cashless in money changer transactions with alternative payment methods via QRIS so that customers do not need to prepare cash when purchasing banknotes at money changer outlets/BRI work units.

### 3. Correspondent Banking Business

- a. Competitive Advantage  
Having an extensive correspondence network in various banks around the world with a total correspondence network of 1,200 banks worldwide
- b. Innovation
  - Implementation of varied and complete correspondent banking products to serve the liquidity needs of domestic and foreign banks in Indonesia.

- Fast and precise service (same day service) is available in issuing bank guarantees for counter guarantees issued by correspondent banks.

#### 4. Overseas Channel Management and Development

- Competitive Advantage
  - Availability of financing sources as well as various products and services according to customer needs, including export-import business actors in Indonesia and trading partner countries.
  - Have access to banking services in the US to optimize yield and provide USD Clearing Services to the Bank.
  - Availability of digital services for retail and wholesale customers abroad that are reliable because they are supported by good IT management.
  - Provide access to MSME players to develop their business to international markets.
  - Become a business catalyst for other business segments by conducting referral business.
  - Have good business relationships with bank and non-bank agencies in each country.
- Innovation
  - Develop new products and services that suit the needs of overseas channel customers.
  - Carry out innovation in the form of digitizing banking products and services across overseas channels.
  - Collaborate with agencies to improve business matching, business referrals and other collaborations.

#### 5. Bank Line Management

- Competitive Advantage
 

The Bank Line initiative function was separate from the marketing function so that it could be more focused on managing Bank Line to improve service to customers.
- Innovation
 

Efficiency of business processes through automation of bank line initiatives, digitalization of customer profitability analysis (CPA) calculations, and enhanced bank line dashboards for managing bank risks.

#### Business Prospect and Strategy for International Business in 2024

BRI's International Business Division continues to strive to increase productivity in the midst of uncertain global conditions and maintain service quality to meet customers' dynamic business needs. BRI's International Business Division is also committed to increasing the Company's revenue contribution by increasing transaction volume in both correspondent banking business, cross border payments and banknotes business. To achieve this, BRI International Business in 2024 has the following strategy:

##### 1. Cross Border Payment Business

- Business Prospect
  - PMI's inward business is starting to recover after the Covid-19 pandemic, marked by an increase in the number of Indonesian Migrant Workers departing.

- Expanding the network with global counterpart companies which can encourage an increase in inward and outward transactions.
  - Addition of retail-based customers for outward/international transfer transactions via the BRI Mo SuperApps digital application platform.
  - Increased transactions via SWIFT MT101 and MT940 services by non-bank multinational company customers who have business networks in Indonesia.
  - Increased BRIFast Cash inward transactions (cash disbursement) by walk-in customers.
- Business Strategy
    - Increasing inward business and strong penetration for outward business. - Integration of the Global Money Transfer Operator (MTO) company system network to expand service improvements.
    - Outbound/international transfer services via the SuperApps digital application platform to expand market penetration in the retail segment.
    - Network expansion to new country corridors that have inward potential by PMI.
    - Expansion of remittance services for customers through inward/outward features aimed at e-wallet, BRILink Agent, and digital savings.

##### 2. Banknotes Business

- Business Prospect
 

Along with the opening of the doors to international tourism as well as Hajj and Umrah, the business prospects for banknotes got bigger. Currently, the diversification of the banknotes business segment into the retail segment is growing in line with the large number of tourists traveling abroad and the influx of foreign tourists from various countries.
- Business Strategy
  - Digitalization of money changer transactions through QRIS to make it easier for retail customers who want to purchase banknotes without carrying cash.
  - Collaboration with Hajj and Umrah Tour and Travel to serve the SAR needs of prospective pilgrims.

##### 3. Correspondent Banking Business

- Business Prospect
 

In line with government policy to increase economic activity and encourage development through strategic government projects which require the role of banks in issuing bank guarantees over counter guarantees from correspondent banks.
- Business Strategy
  - Contributing actively to the government's strategic projects in providing services for issuing Bank Guarantees on Counter Guarantees from Correspondent Banks and carry out active collaboration with BRI regional offices and BRI overseas channels in order to increase business referrals for bank guarantees on counter guarantees.



- Optimization of yield enhancement for correspondent banking business transactions that generate interest income.
- Actively coordinates with the Treasury Business Division and BRI's Asset and Liabilities Management Desk regarding liquidity and interest rate volatility.

#### 4. Overseas Channel Management and Development

- Business Strategy
  - Sharpen Overseas Channel Strategy  
Optimizing assets and liabilities in overseas channels as a source of new growth engine for BRI.
  - Preparation of studies/feasibility studies for overseas channel development  
Preparing studies to determine new areas with business potential for developing BRI's overseas channels abroad.
  - BRI Head Office Worker Internship Program to Overseas Channel  
Development program for BRI employees in order to increase BRI's human capital capabilities and help overseas channels to develop business activities abroad.
  - Digitalization of Overseas Channel services  
Development of digital banking services to increase the comfort and convenience of customer transactions abroad.

- Expansion of the Overseas Channel network in Timor-Leste  
Expansion of the overseas channel network in Timor-Leste through the opening of new sub-branches.
- Increase business referrals from Overseas Channels  
Increase business referrals from overseas channels by becoming a business catalyst for other business segments.

#### 5. Bank Line Management

- Business Strategy
  - Enhancement of the Bank Line Analysis System (BLAST) application to speed up bank line initiatives and decisions.
  - Digitalization of Customer Profitability Analysis (CPA) for bank lines to speed up the process and increase calculation accuracy.
  - Optimal support in providing bank lines that support International and Treasury business needs while maintaining loan quality.
  - Banking Industry update for countries with high exposure or risk

### CAPITAL MARKET SUPPORTING BUSINESS

Capital Market Supporting Business (Investment Services Business) focuses on developing investment support service for two business ecosystems: Human Resources Ecosystem of customers and Support Ecosystem of Capital Market Investment. In the Human Resources Ecosystem, Financial Institution Pension Funds through BRIFINE (BRI Future Investment) products assists the corporate and individual customers to prepare their wealth for retirement. In the supporting ecosystem of capital market investment, BRI offers several excellent services, namely Custodian Bank Service, Trustee Services and Wali Aamanat, as well as Paying Banks and Administrator Bank of Customer Fund Account (RDN).

The products and services offered by the Capital Market Supporting Business include the following:

#### 1. Financial Institution Pension Funds BRI

Financial Institution Pension Funds BRI became an organization under the auspices of its founder, in this case PT. Bank Rakyat Indonesia (Persero) Tbk, with the BRI Directors acting as the Financial Institution Pension Funds BRI Management and the BRI Board of Commissioners as the Financial Institution Pension Funds BRI Supervisory Board. Financial Institution Pension Funds BRI began operating on January 9, 2006 and has managed Participant funds for approximately 18 years with assets as of December 2024 of IDR23.59 trillion. Financial Institution Pension Funds BRI not only optimizes marketing in the corporate sector but also plays a role in increasing the level of literacy and inclusion of pension funds in Indonesia through a series of marketing and outreach activities to micro customers.

One concrete form of this is the SIMPEDES BISA product which we provide for micro customers. In SIMPEDES BISA there are Financial Institution Pension Funds BRI features and products as investment products.

Financial Institution Pension Funds BRI is a Financial Institution Pension Funds with the most complete product in the industry, up to now DPLK can manage the Defined Contribution Pension Program (PIIP) which can be participated in individually or corporately or in collaboration, the Post-Employment Compensation Fund Management Program (PPDKP) which can be used as an alternative funding for Severance Fund reserves / Post-Employment Funds for Companies. Health Compensation Fund Management Program (PPDSK) as a Health Fund reserve for the Company. Apart from that, BRI DPLK has complete and varied investment options that participants can choose from, including BRIFINE Pasar Uang (Money Market), BRIFINE Pendapatan Tetap (Fixed Income), BRIFINE BRI Saham (Equity), BRIFINE BRI Pasar Uang Syariah (Sharia Money Market), BRIFINE BRI Berimbang Syariah (Balanced Sharia). For conventional investment package options, Financial Institution Pension Funds BRI also has a Combination feature where participants can determine their own desired combination according to each participant's risk profile.

#### 2. Wali Amanat (Trustee) Service

BRI obtained permission to act as Trustee by being registered with BAPEPAM (now the Otoritas Jasa Keuangan) No.08/ STTD-

WA/PM/1996 dated June 11, 1996. BRI is highly experienced in the trust business and is trusted by various Indonesian State-Owned Enterprises (SOE), banks and other corporations to issue obligation and Medium-Term Notes (MTN). BRI understands its duties as Trust provider to represent and protecting the interests of bond or MTN holders in accordance with provisions in the Trust agreement.

### 3. Trustee Service

BRI is the first bank in Indonesia to obtained Principal Approval (BI Letter No.15/19/DPB1/PB1-3) and Confirmation Letter (BI Letter No.15/30/DPB1/PB1-3) from Bank Indonesia to carry out Trustee Services in March 2013. Services provided by BRI Trust include payment agent, investment agent and borrowing agent.

### 4. Custodian Service

BRI has been performing its business as Custodian Bank since 1996 and has become the fifth largest Custodian Bank in Indonesia. The services of BRI Custodian include care securities and administration service. BRI Custodians also represent customers in the General Meeting of Shareholders and General

Meeting of Bond Holders in connection to the securities they own. The benefits that the service offers to customers are:

- Customization, services that can be tailored to customer needs, including reports that can be aligned with needs.
- One Stop Service, BRI provides a one-stop integrated service through relationship officers that provides convenience for the customers.
- Reliable, supported by reliable Information Technology system and team experienced in accounting, tax and reporting settlement, and compliance.
- Experienced, BRI is experienced in managing various types of securities, mutual funds, unit links, fund management contracts, asset backed securities and private placements.
- Global Network, BRI is connected with the International network of Central Securities Depository Euro clear for global securities transactions
- Competitives Fees, custodial fees services that are tailored to service complexity
- Extensive Network, BRI Custodians collaborate with trusted MI and with all BRI network in domestic and abroad to find the solutions for customers' investment.

Table of Capital Market Supporting Services Business Performance (Productivity)

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Fee Based Income	322,624	286,614	36,010	12.56%
Custodian Management Assets	1,288,847,232	555,527,157	733,320,075	132.00%
DPLK Management Assets	23,594,974	20,038,653	3,556,321	17.75%

Fee based income from the capital market support services business in 2023 reached IDR322.62 billion, an increase of 12.56% compared to 2022 which reached IDR286.61 billion. This increase was due to the addition of customers/clients with a collaboration strategy with the BRI Division and digital transformation.

### Capital Market Supporting Services Business Strategy in 2023

In 2023, the Capital Market Support Services Business focused on increasing digitalization and the quality of business processes through application development and international standard certification so that it could provide operational excellence for customers,

### Capital Market Supporting Services Business Competitive Advantage and Innovation

The Capital Market Support Services Business focuses on developing investment support services in two business ecosystems, namely the human resources ecosystem for customers and the capital market investment support ecosystem. In the human resources ecosystem, the Financial Institution Pension Fund through the BRIFINE (BRI Future Investment) product helps both corporate and individual customers to prepare for prosperity in the retirement period. In the capital

market investment support ecosystem, BRI has several superior services, namely custodian bank services, trustees and trustees, as well as paying banks and RDN administrator banks.

### Business Prospect and Strategy for Capital Market Supporting Services Business in 2024

In the midst of uncertain economic conditions in 2024 due to the risk of a global recession, high inflation pressures and geopolitical conflicts. BRI continues to strive to improve the performance of the Capital Market Support Services Business by focusing on business process transformation initiatives, creating new sources of growth and new business models so that it continues to contribute to BRI's performance while paying attention to governance and risk management. Increasing synergy both with other businesses at BRI and with subsidiaries is also one of the focuses in optimizing products, services and income potential.



## Subsidiary

The business segments of subsidiaries includes both conventional and Islamic financial services, remittance services, life insurance, general insurance, venture capital, and securities. BRI has 10 (ten) subsidiaries, namely; PT Bank Raya Indonesia Tbk (formerly PT Bank Rakyat Indonesia Agroniaga Tbk), BRI Global Financial Services Ltd. (formerly BRI Remittance Co. Limited Hong Kong), PT Asuransi BRI Life, PT BRI Multifinance Indonesia,

PT BRI Danareksa Sekuritas (formerly PT Danareksa Sekuritas), PT BRI Ventura Investama, PT BRI Asuransi Indonesia (formerly PT Asuransi Bringin Sejahtera Artamakmur), PT Pegadaian, PT Permodalan Nasional Madani, and PT BRI Investment Management (formerly PT Danareksa Investment Management). Description The performance of BRI's subsidiaries is presented as follows.

### PT BANK RAYA INDONESIA TBK (Bank Raya)

According to the Minutes of the Extraordinary General Meeting of Shareholders of PT Bank Rakyat Indonesia Agroniaga Tbk No. 23 dated September 27, 2021 had been given approval for the amendment of the Company's Articles of Association Article 1

paragraph (1) to change the name of the Company, originally named "PT Bank Rakyat Indonesia Agroniaga Tbk" with the commercial name BRI AGRO, to be named "PT Bank Raya Indonesia Tbk" with the commercial name of Bank RAYA.

**Table of PT Bank Raya Indonesia Tbk Performance (Productivity)**

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Total Asset	12,492,372	13,494,884	(1,002,512)	(7.43%)
Total Loan	6,893,331	7,766,644	(873,313)	(11.24%)
- OS Digital Loan	1,261,387	917,893	343,494	37.42%
- Digital Loan Distribution	10,827,192	5,662,256	5,164,936	91.22%
Total Third Party Fund	8,186,875	9,817,090	(1,630,215)	(16.61%)
- Digital Fund Volume	1,200,367	616,066	584,301	94.84%

In 2021, Bank Raya began its transformation into a digital bank by providing digital product services that had the characteristics of a small ticket size (smaller), short term (shorter) and fast digital-based services (faster). This transformation aimed to optimally capture business opportunities in the MSME segment in Indonesia, primarily by focusing on providing digital banking services to the micro and small segments. With the transformation process that focused on digital business development, this resulted in changes to the structure of Bank Raya's asset and liability portfolio, namely the composition of digital-based assets and liabilities was increasing compared to the non-digital portfolio.

In 2023, Bank Raya's digital product performance continued to show improvement. Bank Raya's digital loan consistently continued to increase from December 2022 amounting to IDR917.89 billion to IDR1.26 trillion in December 2023 or growing by 37.42%, so that the composition of total loan also increased from December 2022 by 11.82% to 18.30% in December 2023. Even if it was seen at the nominal digital loan distribution, it also experienced significant growth, from December 2022 amounting

to IDR5.66 trillion to IDR10.83 trillion or growing by 91.22%. The volume of digital funds managed to increase from December 2022 by IDR616.07 billion to IDR1.20 trillion in December 2023 or grew by 94.84%, with the composition of total deposits increasing from December 2022 by 6.28% to 14.66 % in December 2023.

The growth of digital loans and digital funds shows that Bank Raya's transformation into a digital bank has gone well and has had a positive impact on the structure of Bank Raya's business portfolio. However, the transformation process which focused on digital business development had brought changes to Bank Raya's total business portfolio. It was recorded that Bank Raya's total assets decreased from December 2022 by IDR13.49 trillion to IDR12.49 trillion in December 2023 or a decrease of 7.43%. This decrease was driven by a decrease in non-digital loans so that total loans from December 2022 was IDR7.77 trillion. to IDR6.89 trillion in December 2023 or a decrease of 11.24%, while total deposits adjust to a decrease in total credit from December 2022 of IDR9.82 trillion to IDR8.19 trillion or a decrease of 16.61%.

### PT Bank Raya Indonesia Tbk Strategy in 2023

The Bank's policy direction to achieve "The Best Digital Bank by Becoming House of Fintech and Home for Gig Economy" is pursued by:

1. Increase the growth of digital lending and digital saving (trajectory growth: fast exponential). The digital lending acquisition method is based on ecosystem partnerships (B2B2C), while digital saving is based on ecosystem partnerships (B2B2C) and end-user acquisition (B2C).
2. Milestones for all digital products end-to-end, leading to fully digital services.
3. Continuously develop products and features, so that they can meet community needs and be on par with local and global digital banks.
4. Activate all customers, so as to increase Customer Lifetime Value (CLTV).
5. Continuing the revamp process in terms of business portfolio (loans and savings), work units (open, close, repurposed, relocated), people (re-train and re-skill), and corporate culture. The implementation of the revamp process is carried out while considering the balance of the bank's financial performance.
6. The customer acquisition process is carried out through two methods, namely Online to Offline (O2O) via and ecosystem partnership using API. In terms of composition, the community branch acquisition process will mostly be carried out through the ecosystem partnership method by the head office, because the company will scale up business based on ecosystem partnerships.
7. Increasing employee engagement through corporate culture transformation, so as to reduce employee turnover outside of employees affected by the work unit revamp process.
8. Increase the bank's digital capacity and capabilities, primarily through improvements in the aspects of information technology, data, talent and organization.

### PT Bank Raya Indonesia Tbk Competitive Advantage and Innovation

In seeking to achieve its business targets, Bank Raya has several main strength factors so that it is able to compete in the Indonesian banking industry, namely:

1. Digital bank with a strong O2O network throughout Indonesia with BRI Group synergy
2. Digital saving products with various features and conveniences according to people's needs, as well as digital lending products that can meet various customer needs, both to meet consumer needs, bailout funds for productive businesses, invoice/vendor financing, as well as supply chain financing for the micro and small.
3. Bank Raya is part of the BRI Group, so it can optimize the business potential of the BRI Group in the MSME Segment, including for the loan segment through collaboration with the BRILink Agent ecosystem, workers from companies with payroll at BRI, supply chains from BRI Group businesses, as well as for segments savings through Raya collaboration and the BRImo application, cash in cash out transactions via BRI e-channel and BRILink Agent.

4. Increasing technological and information capabilities to support solid business growth, including through the development of big data technology, the development of a Fraud Detection System (FDS), the development of a credit scoring engine with automated machine learning, reliable IT-based services and ISO 27001 Certification certification, IT services with features and security in the form of two factor authentication, transaction notification, biometric authentication, and limit monitoring, as well as developing customer complaint handling through the Sapa Raya Application.

### Business Prospect and Strategy for PT Bank Raya Indonesia Tbk in 2024

#### 1. Business Prospect

- a. The dominant population of productive age is aged 15 - 64 years, amounting to 190.98 million people or 69.25% of Indonesia's total population of 275.77 million people. With a large number of productive age members in Indonesia's population, it is hoped that this will increase the level of demand for financial products and services (financial management, loans, investments, etc.) including digital banking.
- b. Internet access is increasingly widespread throughout Indonesia, currently internet users have reached 212.9 million of the total population of Indonesia and can be a driver for digital economic growth.
- c. The number of Indonesian smartphone users is 355 million, or around 129% of the total Indonesian population, so this can open up wide opportunities for the expansion of application-based digital products with the main device, namely smartphones.
- d. The number of unbanked people or people who do not have a bank account is 97.74 million people or 48% of the adult population of Indonesia, thus opening up a big opportunity for Digital Banks to be able to increase financial inclusion through digital banking technology that can reach a wider community without physical work units.

#### 2. Strategy

In accordance with the bank's milestones, Bank Raya's strategy in 2024 is to focus on strengthening business fundamentals and focus on improving the quality of assets and savings, through optimizing the BRI Group's internal business ecosystem. Several strategic steps that will be taken during the strengthening period are as follows:

- a. Strengthening the value proposition of digital saving products through developing:
  - Raya for business for managing funds, transactions and payroll for business actors
  - Raya for youth for managing funds and transactions for the younger generation
  - Raya for community for managing community funds and transactions
  - Virtual cards
  - Financial wealth management through development of investment features and Financial Institution Pension Funds.



- b. Strengthening the Value Proposition of digital lending products through Digital Lending product enhancements, including:
  - Integration of digital lending products with partners, especially digital platform providers.
  - Expanding the structure of digital lending products according to customer needs.
- c. Implementation of hybrid collection by combining technology and humans.
- d. Continuing the development and marketing of Raya Open API, Acquiring QRIS.
- e. Carrying out the development of Laku Pandai services to increase financial inclusion.
- f. Carrying out embedded finance development.
- g. Integrating technology and business through developing fraud detection for all digital products.
- h. Enhancing the loan scoring engine by utilizing machine learning for digital lending products.
- i. Enhancing and developing the bank's technological infrastructure.
- j. Improving the governance process through the preparation and evaluation of supporting policies, including market conduct, feasibility of partnerships, and other policies.
- k. Strengthening the function of the second line of defense and increasing the risk awareness culture through the implementation of the risk culture framework.

#### BRI GLOBAL FINANCIAL SERVICE COMPANY LIMITED

The GMS of BRI Remittance Company Limited on November 14, 2019 has approved the change in the name of the Company from "BRI Remittance Company Limited" with the commercial name BRI Remittance, to "BRI Global Financial Services Company Limited" with the commercial name BRI Global Finance. This change in company name is as stated in Certificate of Change Name No. 961091 with No. Ref. 40021194025 by Company

Registry Hong Kong on October 30, 2023. The long time lag between the shareholder decision and the implementation of the decision was due to protests and demonstrations related to the extradition and national security law in 2019 as well as the pandemic and the Hong Kong Government's lockdown policy in 2020 - 2022 which caused some Hong Kong Government and authority services to take longer than standard SLAs.

**Table of BRI Global Financial Services Co Ltd Hong Kong Performance (Productivity)**

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset (in HKD)	12,296,119	9,006,320	3,289,799	36.53%
Asset (in IDR billion)	24,23	17,98	6,25	34.76%
Total Transaction	463,063	295,686	167,377	56.61%
Nominal Transaction Amount (HKD)	1,256,912,406	766,974,922	489,937,484	63.88%

Notes: 1 HKD exchange rate as of 31 December 2023 = IDR1,970.725

Aset BRI Global Financial Services Co Ltd Hong Kong tahun 2023 BRI Global Financial Services Co Ltd Hong Kong assets in 2023 amounted to IDR24.23 billion, an increase of 34.76% compared to 2022 of IDR17.98 billion. This increase was a contribution from increased profits which were fully retained, resulting in an increase in assets. Apart from that, the increase in assets in 2023 was also influenced by the recording of right-of-use assets from premises leased by BRI Global Financial Services Co Ltd in accordance with the provisions of HKFRS16 (PSAK 73) which had a significant impact on the overall increase in assets.

BRI Global Financial Services Co Ltd Hong Kong's revenue in 2023 was IDR20.42 billion, an increase of 43.60% compared to 2022 of IDR14.22 billion. This increase in revenue was proof of

the success of the company's transformation in accordance with the BRIvolution 2.0 blueprint with the transformation objects, namely the business model and digitalization. In the business model transformation, BRI Global Financial Services Co Ltd Hong Kong succeeded in growing a new source growth engine by serving foreign exchange remittance company transactions in Hong Kong and outside Hong Kong such as Taiwan, South Korea, Japan, Malaysia, Brunei Darussalam and the UAE. Apart from that, the company also obtained a money lender license, so that currently BRI Global Financial Services Co Ltd Hong Kong could serve loan and trade finance businesses. Meanwhile, for the digital aspect, BRI Global Financial Services Co Ltd Hong Kong digitalized business processes by providing a digital portal (webbapp) and the RemitGo! to customers. Digitization of business processes



through digital portals and applications further increased the frequency and smoothes the flow of transactions, increased transaction capacity, increased the level of user experience and service quality, which had an impact on increasing BRI Global Financial Services Co Ltd Hong Kong's income.

BRI Global Financial Services Co Ltd Hong Kong's net profit in 2023 reached IDR4.24 billion, an increase of 52.36% from 2022 of IDR2.75 billion. This increase was supported by increasing income in 2023. Apart from that, the new source engine growth for loan products also had a trickle down impact on other products, thereby increasing revenue significantly. Digitalization also had an impact on the efficiency of business processes, so that BRI Global Financial Services Co Ltd Hong Kong was able to maintain operational expenses and BOPO levels throughout 2023.

#### **Strategi BRI Global Financial Services Co Ltd Hong Kong Tahun 2023**

Some of the strategies that have been implemented by BRI Global Financial Services Co Ltd Hong Kong in 2023 are as follows:

1. Obtaining a money lender license from the Hong Kong authorities, as an effort to develop business (new source engine growth) in the form of lending services for individuals with a target market of Indonesian Migrant Workers, providing short term financing services to remittance companies that need funds during banking holidays , as well as providing trade financing (invoice financing) services to Indonesian related Small Medium Enterprises (SME) importers in Hong Kong.
2. Diversifying sources of income by becoming a forex dealing solution provider for BRI Global Financial Services counterparts and BRI counterparts.
3. Collaborating with counterparts for new corridors such as Japan, Macau, Taiwan, Korea and the Philippines.
4. The change in the company name from BRI Remittance Company Ltd to BRI Global Financial Services Co Ltd is a form of corporate strategy for transformation by developing a business model in accordance with shareholder aspirations in the BRIvolution 2.0 blueprint.

#### **BRI Global Financial Services Co Ltd Hong Kong Competitive Advantage and Innovation**

BRI Global Financial Services with its remittance products has been the choice of Indonesian Migrant Workers in Hong Kong for years to send money to their families in Indonesia. Being part of the BRI Group is a competitive advantage for BRI Global Financial Services, BRI Global Financial Services customers are also savings customers of BRI Bank. BRI Bank's network that reaches all corners of Indonesia makes BRI Global Financial Services the main choice for Indonesian Migrant Workers to

send money to Indonesia in real time online to their and their families' BRI Bank accounts in Indonesia. With the support of systems and services that are integrated with the Parent Company (BRI), BRI Global Financial Services can provide additional services to Indonesian Migrant Workers such as balance checking services, printing account books, printing bank statements, and other services to PMIs in Hong Kong. Apart from that, the exchange rate at BRI Global Financial Services is one of the best rates (HKD/IDR) in Hong Kong. BRI Global Financial Services wants to provide the best service and be a one stop solution for Indonesian Migrant Workers in Hong Kong. The company continues to strive to innovate to improve services, such as the remitGo! to provide convenience in carrying out transactions anywhere and anytime. Apart from that, by having obtained a money lender license from the Hong Kong authorities, BRI Global Financial Services can also provide loan services to individual customers, especially to Indonesian Migrant Workers who need emergency funds, both in Hong Kong and for remittance purposes to his family in Indonesia. For non-individual customers, currently the Company can provide financing for Indonesian-related Small and Medium Enterprise (SME) business actors in Hong Kong. The combination of the company's existing business (money transfers or remittances) from Hong Kong to Indonesia and the loan business with the target market of existing remittance customers, provides its own unique competitive advantage.

#### **Business Prospect and Strategy for BRI Global Financial Services Co Ltd Hong Kong in 2024**

Some economists projected a slowdown in economic growth of 2.7% - 2.9%. The side effects of the Covid-19 pandemic during 2020-2022, as well as Hong Kong's very conservative policy regarding changing the status of the pandemic to endemic, which was only decided in the middle of 2023, resulted in the uncertainty of conditions at that time which also had an impact on labor demand in Hong Kong. Indirectly, these conditions affect Indonesian Migrant Workers demand in Hong Kong. Taking into account these conditions, as an effort to optimize and diversify the market and business, in 2024 BRI Global Financial Services will focus on working on the existing market with two superior products, namely remittances and new source engine growth in the form of loan services through the BRI Global Financial Services digital channel. Upgrading features and security levels on digital channels (applications) is one of the strategic initiatives in 2024. With this upgrade, it is hoped that BRI Global Financial Services can capture more market potential in Hong Kong, as well as increase market penetration and market share in Hong Kong. The growth of the new customer base and new features that are more user friendly and can meet customer needs are expected to generate greater revenue for BRI Global Financial Service Co Ltd from the cross border money transfer and loan business.



### PT ASURANSI BRI LIFE (BRI LIFE)

On October 6, 2015, BRI signed a sale and purchase agreement with the shareholders of PT Asuransi BRI Life (formerly PT Asuransi Jiwa Bringin Jiwa Sejahtera) to acquire a 91.001% interest in BRI Life. The entire series of acquisition activities was completed on December 29, 2015 in accordance with Deed No. 41 of Notary Fathiah Helmi, S.H. so that BR owns 91.001% of BRI Life shares and the remaining 8.999% is owned by the BRI YKP BRI Employee Welfare Foundation). Furthermore, on February 23, 2017, PT Asuransi Jiwa Bringin Jiwa Sejahtera changed its name to PT Asuransi BRI Life (BRI Life). On March 2, 2021, BRI Life officially had a new shareholder, namely FWD Financial Services Pte Ltd which has added capital to BRI Life of 936,458 shares through the issuance of new shares. Thus, after the transaction, BRI Life's shareholder structure was that BRI owned 2,002,022 shares with 63.83% ownership. Then, the ownership of FWD was 29.86% with 936,458 shares, and the BRI Employee Welfare Foundation was 6.31% of 197,978 shares. This change in shareholder structure previously obtained OJK approval through letter no. S-12/NB.1/2021 dated February 4, 2021. On October 13, 2021 the Shareholders approved the transfer of ownership of shares owned by FWD Financial Services Pte. Ltd. to FWD Management Holdings Limited, so that the structure of BRI Life Shareholders became: BRI 63.83%, YKP BRI 6.31%, and FWD Management Holding Limited 29.86%. The change in Shareholder Structure previously obtained OJK approval through letter No.S.93/NB.1/2021 dated September 29, 2021. In 2022,

BRI Life issues 255,549 shares and as part of FWD Management Holdings Limited's commitment to support BRI Life's progress in a manner agreed upon by the Shareholders. The new shares were taken up entirely by FWD Management Holdings Limited. To take part in the new shares, FWD Management Holdings Limited has deposited IDR770 billion to BRI Life. The issuance of these shares changed the composition of shareholder ownership to BRI 59.02%, FWD Management Holdings Limited 35.14% and YKP BRI 5.84%. The change in share ownership has received approval from the Otoritas Jasa Keuangan (OJK) through letter Number 31/NB.11/2022 dated February 28, 2022.

In 2023, BRI Life experienced another change in shareholder composition. BRI Life added paid-in capital of IDR26,358,000,000 from the previous IDR339,200,700,000 to IDR365,558,700,000 which was taken up by FWD Management Holdings Limited. The plan to change ownership of PT Asuransi BRI Life has received approval from the Otoritas Jasa Keuangan through letter Number S-15/NB.02/2023 dated February 26, 2023. The issuance of shares changes the composition of shareholder ownership to BRI 54.77%, FWD Management Holdings Limited 39.82% and YKP BRI 5.42%. BRI Life's head office was located at Graha Irama Building, 15th floor, Jl H.R Rasuna Said Blok X-1 No 1 and 2, Jakarta, BRI Life also had 6 Customer Care Center Offices, 20 Service Center and 1 Customer Care Offices (BRILiaN Tower).

**Table of PT Asuransi BRI Life Performance (Productivity)**

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset	23,678,043	21,627,641	2,050,402	9.48%
Equity	9,201,975	7,866,323	1,335,652	16.98%
Premium Income	7,703,537	8,185,446	(481,910)	(5.89%)

The additional capital by FWD in 2023 amounting to IDR770 billion had an impact on increasing BRI Life's assets and equity. At the end of 2023, BRI Life's equity grew 16.98% to IDR9.20 trillion. Apart from that, BRI Life's assets reached IDR23.68 trillion or grew 9.48%. BRI Life's Gross Premium decreased in line with the success of shifting products from unit linked to traditional carried out by BRI Life and the implementation of increasingly appropriate market conduct so that the premiums produced were quality premiums and provided a sustainable contribution to BRI Life.

### PT Asuransi BRI Life Strategy In 2023

Some of BRI Life's main strategies that have been implemented in 2023 in order to achieve the targets approved by the Shareholders, among others:

1. The BRI Centralized Distribution Referral System is a strategic initiative taken by BRI Life in order to increase

BFA productivity. Throughout 2023, BFA productivity is relatively low, which is reflected in the level of closing ratio and data leads which tends to decrease compared to the previous period even though the number of BFA has increased. This strategic initiative was piloted at the end of 2023 with the aim of increasing lead data which is the fuel for BFA to carry out production so that it is more centralized and systematic from data sources at head office to BFA's hands.

2. Improve business processes in selling insurance products so that the products sold are in line with customer needs. This is done by determining product segmentation that is in accordance with existing customer segmentation. As one way to increase the persistence ratio, BRI Life is releasing new products that suit customer needs by paying in advance. Apart from that, there has also been an increase in the frequency of billing for continued premium

payments. Alignment of products and payment methods according to customer capabilities is the key so that profitability continues to grow and the persistence ratio can increase.

#### **PT Asuransi BRI Life Competitive Advantage and Innovation**

BRI Life is committed to providing excellent service to customers. One of the strategies implemented in 2023 is developing services for customers, especially health services through launching a contact center for third-party administrators (TPA) as part of BRI Life's plan to form its own TPA so that claim settlement can run more effectively and efficiently. BRI Life also launched new products that adapt to customer needs in each existing customer segmentation. In order to improve business processes, BRI Life has developed the claims process and digital form so that the Claim SLA decreases from 12 - 14 working days to 5 - 8 working days. The customer profile feature was also developed to ensure the confidentiality of customer data by referring to personal data protection regulations. In terms of the product marketing process, BRI Life innovates to increase the productivity of marketers with the BRI Centralized Distribution Referral System program which integrates the systems at BRI Life with BRI to provide leads data as fuel for well-systemized marketers. In order to realize a sustainable business, BRI Life also implements a green office policy that is in accordance with regulations to reduce the use of paper, electricity and fuel oil. BRI Life has also prepared BRI Life's Environmental, Social and Government (ESG) roadmap for the long term which refers to the values of Sustainable Development Goals (SDGs).

#### **Business Prospect and Strategy for PT Asuransi BRI Life in 2024**

In 2024 BRI Life targets increasing contributions in the form of FBI and Profits to BRI as the Controlling Shareholder of BRI Life. For this reason, BRI Life will focus on optimizing the business potential of all sales channels. BRI Life targets premium growth of around 15% and strictly maintains OPEX/TWPI levels. Several BRI Life strategies to achieve the targets set by Shareholders in 2024 are as follows:

##### **1. Optimizing Business Potential of All Marketing Channels**

BRI Life continues to be committed to growing sustainably to provide peace of mind for all its customers. In realizing

this, BRI Life is determined to optimize BRI Life's five marketing channels by 2024 by improving the customer journey and increasing sales of digital insurance products. BRI Life is also carrying out resegmentation to increase the proportion of sales in priority segments, increase business penetration in potential segments such as micro and ultra-micro, and strengthen the foundation of the telemarketing business.

##### **2. Improving Excellent Service to Customers**

BRI Life continues to be committed to realizing its goal of becoming "The 1st Service Excellent" through efficiency and effectiveness of business processes and creating products that suit customer needs. The efficiency and effectiveness of these business processes starts with digitalization of business processes from upstream to downstream, starting from the underwriting process to the claims process. This digitalization is accompanied by the implementation of good corporate governance.

##### **3. Technology Support**

Strengthening technological support in product development and dynamic, agile and resilient business operations is the key for BRI Life to face future business challenges. These keys start from modernizing application architecture, transforming IT infrastructure, strengthening cyber security, and next generation data management. This must be carried out with the principles of good governance and a culture of awareness of technology and information security.

##### **4. Human Resources Support and Good Corporate Governance**

Human resource development, both in terms of career and competency, is the key for BRI Life in carrying out business operations that grow sustainably with good corporate governance. This human resource development refers to the implementation of the BRI Group 2.0 Talent Mobility policy, so that career development can be carried out well and support sustainable business growth. BRI Life has also prepared an environmental, social and governance (ESG) roadmap to ensure business operations run in accordance with existing corridors to realize sustainable growth. In 2023, BRI Life has started the roadmap with a green office policy and in the future it will form an ESG function and an ESG Committee to carry out campaigns.

#### **PT BRI MULTIFINANCE INDONESIA (BRI Finance)**

BRI Finance assets in December 2023 amounted to IDR9.06, an increase of 23.70% compared to December 2022 which amounted to IDR7.32 trillion. This increase was in line with positive growth in consumer financing receivables with a value of IDR6.33 trillion, an increase of 26.80%. BRI Finance's revenue in December 2023 was IDR1.24 trillion, an increase of 38.87% compared to December 2022 which was IDR890.6 billion. The increase in income came from the distribution of new financing by BRI Finance in 2023 reaching IDR5.51 trillion, consisting of commercial business financing of

IDR1.27 trillion, Operating Lease (OPL) business financing of IDR754.18 billion and consumer business financing of IDR3.48 billion. Total financing disbursement increased by 7.97% yoy, especially in the high yield used car segment consumer business and refinancing increased by 87.22% and 95.76% in line with BRI Finance's aspirations and objectives to increase the proportion of high yield segment financing as a step to increase profitability. BRI Finance's net profit in December 2023 increased by 22.68% from IDR83.84 billion in December 2022 to IDR102.85 billion in December 2023.



This increase was in line with improvements in the national economy and financing performance in the industry began

to grow optimally and BRI's strategy Finance to improve performance by implementing strategic initiatives in 2023.

**Table of PT BRI Multifinance Indonesia Performance (Productivity)**

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset	9,057,071	7,321,870	1,735,201	23.70%
Financing (gross)	7,917,078	6,710,638	1,206,440	17.98%
Consumer Financing	6,330,730	4,992,586	1,338,144	26.80%

#### PT BRI Multifinance Indonesia Strategy for 2024

In 2023, BRI Finance improved services by adding 9 (nine) points of sales and strengthening 30 captive points throughout Indonesia. This was done as an effort to optimize services to debtors by accelerating the financing process, so that the distribution of facilities to debtors became more effective and efficient. Marketing of BRI Finance products in 2023 was carried out through a joint marketing campaign to support increased financing by using operational costs effectively and efficiently. This promotion was carried out by BRI Finance together with dealers and suppliers and was aimed at expanding the collaboration network and increasing BRI Finance brand awareness throughout Indonesia.

The development of business operational support systems from the information technology aspect that will be carried out by BRI Finance in 2023 is as follows:

1. Digital signature and e-contract, with the main aim of developing digital signature and e-contract features being customer satisfaction and increasing the productivity of marketers in the field. The features contained in the MyBRIF application make it easier for debtors to sign a digital contract whose validity has been tested. Apart from that, debtors can easily access information related to their financing through the MyBRIF application.
2. New Mobile Order (NEMO), the benefits that the Company feels from developing this tool include accelerating the Service Level Agreement (SLA) process, increasing assets, facilitating leads sourced from MyBRIF and the marketplace and monitoring marketing staff that can be accommodated optimally.
3. Credit risk scoring, development is carried out so that the distribution of multipurpose financing is more comprehensive to obtain a scoring model based on asset type (new car and used car) that is more predictive and effective for determining risk pricing and the Company's portfolio management strategy.
4. Collection scoring, which aims to make it easier to classify collection priorities for each debtor by using debtor credit history and installment history data, as well as machine learning.

#### PT BRI Multifinance Indonesia Competitive Advantage and Innovation

In accordance with the aspirations of shareholders, BRI Finance had a competitive advantage, namely as a single gateway auto loan for the BRI Group. In addition, BRI Finance was the main provider of electric vehicle financing products, as a form of BRI Group's commitment to support the Government's policy regarding accelerating the use of Battery-Based Electric Motorized Vehicles (KBLBB). The continuation of BRI Finance's expansion through the placement of marketers in the BRI work unit network, as of 2023, more than 180 work units had been placed to reach potential throughout Indonesia. BRI Finance's medium-term strategy is part of a long journey of digital transformation towards "Empowering Autoloan Financing" in 2025. To realize this aspiration, BRI Finance is aware that it will face digitalization challenges accompanied by changes in post-pandemic consumer behavior in the financing industry. This shift in customer expectations changes cooperation patterns, ease of processes, and more seamless services in accordance with customer behavior. BRI Finance will increase investment in information technology through the development and enhancement of various platforms supporting internal business activities, including the core financial system as accommodation for BRI Finance activities, e-General Ledger (eGL) which supports the preparation of BRI Finance's financial reports, various financing acquisition tools in all segments, as well as various other supporting platforms. In order to strengthen the digital transformation that has been carried out, BRI Finance is maximizing parent synergy in various lines, especially the business group ecosystem.

#### Business Prospect and Strategy for PT BRI Multifinance Indonesia in 2024

Preparing BRI Finance's long-term business plan for the 2024-2026 period in accordance with shareholder aspirations, namely to become a "Leading Player in Autoloan Financing", thus expanding the scope of the multipurpose financing market remains BRI Finance's focus. The innovation and exploration of new sources of growth has implications for BRI Finance's increasingly complex business. BRI Finance will focus on synergies and cross selling that have been developed in the BRI Group. Apart from that, development is also being carried out on the pipeline of repeat orders from existing debtors and BRI Group value chain debtors. The company continues

to channel financing and business expansion selectively, as well as exploring new growth engines through optimizing single gateway auto loans. The company will maintain a funding diversification strategy to reduce the cost of funds and provide a competitive offering rate for its debtors. From the service side, BRI Finance will maximize the business value chain through strategic partnerships and developing various platforms to encourage digital channel transactions such as the myBRIf application, new mobile orders and others. Apart from that, it is a form of strengthening other excellence enablers, especially human capital, culture, distribution channels and risk management. As one of the maximum Good Corporate Governance (GCG) measures, BRI Finance strengthens risk management and compliance to ensure that the distribution of financing provided by the Company remains prudent and well monitored. The synergy carried out by BRI Finance together with business groups continues to be maximized both on the business and non-business side through sharing resources, data integration and exploring new ecosystem segments.

To achieve BRI Finance's aspiration, namely to be included in the category of finance companies with total assets above IDR10 trillion in 2024, the development of business operational support systems in terms of information technology that BRI Finance will carry out is as follows:

**a. Decision Engine Development**

BRI Finance's commitment to maintaining asset quality is developed through a digital platform to simplify and speed up the process of distributing financing to debtors, especially in terms of checking debtor profiles. Some of the developments carried out are in the form of automation of several categories of decision making, including the Financial Information Services System (SLIK), Optical Character Recognition (OCR) and identity verification, Electronic Know Your Customer (e-KYC) and the List of Suspected Terrorists and Terrorist Organizations, calculation of Debt Service Coverage Ratio (DSCR), credit scoring and digital survey.

**b. Company Application Enhancement (myBRIf)**

On an ongoing basis, BRI Finance is developing the BRI Finance digital application which can be accessed directly via each user's device. Apart from that, BRI Finance will make myBRIf a digital lead system/digital lead engine. In 2024, developments that will be carried out include: remapping roles (guest, registered public debtor, dealer/showroom, agent and marketer), simplifying dealer and showroom registration, as well as integrating myBRIf and NEMO.

**c. High Yield Segment Credit Scoring Development**

BRI Finance continues to strive to maintain asset quality by focusing on controlling the non-performing financing ratio and strengthening risk management enablers and infrastructure. In line with the strategy of recomposing consumer financing to the high yield segment, BRI Finance is developing credit scoring for the used car and refinancing segments as an effort to strengthen risk management enablers.

**d. Automatic Write Off Implementation**

As a form of controlling the non-performing financing ratio, in 2024, BRI Finance will implement automatic write off for consumer portfolios with overdue > 180 days.

As BRI Finance's full support for the national green economy policy, BRI Finance also directs its business focus to sustainable finance through the implementation of environment, social and governance (ESG), so that the Company not only grows but also cares about business sustainability and the environment. Until September 2023, BRI Finance has distributed financing for more than 250 units of electric and hybrid vehicles. In 2024, BRI Finance will present superior programs specifically for electric and/or hybrid vehicles to tap into the environmentally friendly vehicle sales market. Repeating the success of the previous product marketing strategy, the joint marketing campaign will continue to be used by the Company to increase its financing portfolio, especially multipurpose financing. Promotional activities for financing products carried out in 2024 will be expanded to conventional networks and digital platforms through collaboration with several media in addition to offline promotional collaboration with dealers and suppliers. Through the network and ecosystem owned by the business group, BRI Finance will more easily reach debtors more widely and maintain engagement with debtors. The composition of BRI Finance's portfolio in 2024 will continue to be dominated by multipurpose financing. On the other hand, BRI Finance's distribution of investment financing and working capital will continue to grow prudently and healthily by paying attention to the principles of healthy financing distribution and in accordance with regulations. This aims to strengthen risk management and maintain the quality of BRI Finance assets. Furthermore, with the more challenging economic situation and conditions in 2024, investment financing and working capital will continue to contribute to healthy, quality and sustainable growth through initiative and innovation strategies both with new sources of growth and existing and value chains customers.

**PT BRI VENTURA INVESTAMA (BRI VENTURES)**

PT BRI Ventura Investama (BRI Ventures or the Company) is a subsidiary of PT Bank Rakyat Indonesia (Persero) Tbk engaged in venture capital. BRI's share ownership in BRI Ventures reaches 99.97% of the total shares issued by the company, while 0.03% is owned by the BRI Workers Welfare Foundation. BRI Ventures has aspirations to become a leading Corporate Venture Capital achieved through investing in companies that have high growth

potential (startups), with broad market potential, solid risk management and founders who have sufficient experience in running their business. This is aligned with helping the BRI Group develop products and services that make it easy for users (customer-centric). BRI Ventures will invest in technology companies both within the scope of financial services (Fintech) and other business sectors (Non-Fintech).



**Table of PT BRI Ventura Investama Performance (Productivity)**

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Total Asset	2,672,050	2,176,790	495,260	22.75%
Total Investment	1,950,988	1,969,349	(18,361)	(0.93%)
Net Profit	4,364	39,629	(35,265)	(88.99%)
Non Performing Investment (NPI) (%)	1,63	2,38	-	(0,75)

In 2023 BRI Ventures recorded total assets of IDR2.67 trillion, an increase of IDR495.26 billion or 22.75% compared to 2022. This increase came from additional capital and an increase in total investment consisting of new shares (new deployment) and an increase in value of share investment. Total investment in 2023 reached IDR1.95 trillion, a decrease of 0.93% compared to 2022. During 2023, BRI Ventures invested in 4 (four) investees and was able to record a net profit of IDR4.36 billion. During 2023, BRI Ventures will also succeed in improving the quality of its productive assets. This was shown by the Non-Performing Investment (NPI) ratio in 2023 of 1.63%.

#### PT BRI Ventura Investama Strategy in 2023

The condition of the venture capital business throughout 2023 is filled with uncertainty, this can be seen from the decline in global funding of  $\pm 40\%$  (yoy). With this reduction in funding, most startups are making efficiency efforts through layoffs (PHK) policies. To be able to survive in facing these conditions, the BVI has made various efforts, including:

1. Optimize exit opportunities by considering the Internal Rate of Return (IRR) target and potential gain. In 2023, BVI has succeeded in full exit for Investee Nium with a total gain of IDR60.63 billion or an IRR of 44.65%.
2. BVI has committed to supporting the growth of Indonesian startup businesses through participation agreements in the Merah Putih Fund funding.
3. As an alternative source of income, BVI has piloted financing through a debut venture for the existing investee, namely Andalin, amounting to IDR495 million. This is considered quite prospective, amidst market conditions that have not yet improved.

To maintain portfolio quality and mitigate investment risks, BVI has monitored the quality and runway of investees as well as carried out internal audits and submitted monitoring reports to the regulator periodically.

#### PT BRI Ventura Investama Competitive Advantage and Innovation

To date, BRI Ventures has successfully managed 2 (two) Venture Funds, namely Dana Ventura Nusantara I (DVSN I) and Dana Ventura Nusantara II (DVSN II). During 2023, BRI Ventures invested in shares through Venture Funds to 2 (two) investees and successfully carried out fundraising (capital calls) from 2 (two) Limited Partners. Apart from that, during the 2023 period BRI Ventures through DVSN II successfully implemented the accelerator program namely "Kiqani Labs". This program was attended by 14 (fourteen) selected Indonesian startups operating in the fashion, beauty and food and beverage industries.

#### Business Prospect and Strategy for PT BRI Ventura Investama in 2024

In 2024, BRI Ventures will focus its investment activities on companies/startups in the fintech and non-fintech sectors that have the potential to increase capabilities, have a positive impact on business, and open access to new ecosystems for the BRI Group. In investing in startups with main business activities that are not in the financial sector (non-fintech), BRI Ventures uses venture fund instruments. In order to realize BRI Ventures' vision of becoming the leading Venture Capital Company in Indonesia, BRI Ventures is developing alternative investment products/instruments to complement the existing Capital Stack that can be offered to BRI Ventures' target investees. This initiative began with the formation of the Sembrani Nusantara I Venture Fund which focuses on the "EARTH" sector (education, agromaritime, retail, transport, health). BRI Ventures is also actively exploring non-conventional opportunistic sectors such as Direct to Consumer (D2C) through the Sembrani Nusantara II Venture Fund together with investors and other strategic partners. Apart from that, new funds will continue to be developed that have funding instruments that suit appetite and varying risk levels, such as thematic funds.

## PT BRI ASURANSI INDONESIA (BRI Insurance)

BRI Insurance is part of a subsidiary of the BRI Group which operates in the insurance sector and has the responsibility to create value both from a business perspective and improve the image of BRI Insurance with a commitment to providing general

insurance protection through a variety of trusted products supported by technological innovation, prudent GCG and human capital. superior to produce optimal and sustainable productivity.

Table of PT BRI Asuransi Indonesia Performance (Productivity)

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset	6,464,609	4,891,250	1,574,359	32.19%
Gross Premium	1,542,863	1,267,919	274,944	21.68%
Equity	2,010,409	1,622,163	388,246	23.93%

BRI Insurance assets in 2023 amounted to IDR6.47 trillion, an increase of 32.19% compared to 2022 of IDR4.89 trillion. This increase was due to several things, including an increase in investment value of 11.7% compared to 2022 and an increase in technical reserves of 34.9% compared to 2022. BRI Insurance's gross premium income in 2023 was IDR1.54 trillion, an increase of 21.68% compared to with 2022 amounting to IDR1.27 trillion. This happened because COB Credit premium growth was 123.2%, COB Motor Vehicle was 42.7%, COB Property was 2.6%, Marine Hull was 94.1% and Engineering was 34.3%. BRI Insurance's equity in 2023 increased by 23.93% from IDR1.622 trillion in 2022 to IDR2.01 trillion in 2023. This increase was due to an increase in profit for the year of 28.5% compared to 2022 to IDR479.4 billion in 2023.

### PT BRI Asuransi Indonesia Strategy in 2023

Increasingly competitive business conditions and a dynamic and uncertain business environment required BRI Insurance to continue to seek new breakthroughs and implement strategies that were appropriate and in line with changes in the business environment. BRI Insurance must be able to create, exploit and achieve competitive advantages by creating competitive values that are better than competitors. To achieve this, BRI Insurance must be able to implement strategies and values that are different and cannot be imitated by its competitors. One of these strategies is through innovation. The following is a description of the strategies and competitive advantages and innovations implemented by BRI Insurance Indonesia in 2023 accompanied by an analysis of business prospects for 2024, namely:

1. Becoming a one stop insurance solution to meet insurance needs through products, services and marketing channels that can answer customer needs.
2. Developing existing products and innovate new products, including micro, ultramicro products, products according to ESG principles, and insurance products based on customer behavior and needs.

3. Innovating productive distribution channels, including synergizing bancassurance marketing, increasing cooperation with the digital business ecosystem, and strengthening agency and broker businesses.
4. Increasing the number of customer portfolios, renewal ratios, and develop existing businesses.
5. Increasing the ratio of premium collection and claim recovery.
6. Improving after sales service claims services, policy extensions and customer engagement.
7. Optimizing the use of digital technology for the effectiveness and efficiency of business processes.
8. Increasing investment capacity with good risk management and diversify investment placements for optimal returns.
9. Strengthening data privacy and data security management.
10. Improving Company governance and supporting Integrated Governance.
11. Preparing pre-implementation of Statement of Financial Accounting Standards (PSAK 74).
12. Carrying out culture activation, literacy and efforts to increase insurance inclusion in the face of strengthening business competition.
13. Increasing worker competency in the fields of technology, analytical data and industry knowledge

**PT BRI Asuransi Indonesia Competitive Advantage and Innovation**  
Competitive Advantage and Innovation owned by BRI Insurance Indonesia are:

1. PT BRI Asuransi Indonesia had a network of 115 (one hundred fifteen) offices spread throughout Indonesia.
2. It becomes a company with the first rank in the gross premium category of IDR1 to <IDR2.5 trillion according to infobank.
3. PT BRI Asuransi Indonesia consistently carried out certification with the latest results of the <sup>id</sup>AA rating from Pefindo.
4. As one of the leading general insurance companies, PT BRI Asuransi Indonesia has more than 70 (seventy) products



- including superior products and customized products.
5. General insurance company that controls the micro insurance market share.
  6. CAGR of gross premiums (21.21%), net profit (35.23%), underwriting results (20.95%) and positive investment results (11.59%) in the last 3 (three) years are above average industry.
  7. Have strong financial ratios in the last 3 (three) years and are above the industry average, including: profit margin, ROE, underwriting yield, loss ratio and RBC
  8. BRI Insurance's maturity level (such as governance, compliance, risk management and audit) received a score above 3 (defined)
  9. BRI Insurance with services that are increasingly developing with services based on digitalization and automation (such as BRINERIA, BRINERmobile, Claim Center/ B-Class, Customer Care, E-policy).
  10. Having certified experts.

#### Business Prospect and Strategy for PT BRI Asuransi Indonesia in 2024

In the midst of global economic turmoil that has not subsided, the Indonesian economy shows resilience and has good prospects. Bank Indonesia estimated economic growth in the range of 4.5% - 5.3% in 2023, and it will continue to increase to 4.7% - 5.5% in 2024, supported by private consumption, investment and continued positive export performance. This can be a strength for the Company in the insurance industry because economic growth and economic class movements will encourage an increase in people's household spending. Under these conditions, BRI Insurance is confident that it will be able to compete and continue to increase BRI Insurance's income while continuing to carry out business processes prudently. The insurance industry is expected to experience an increase in the next 5 (five) years. Industry players are focused on digitalization,

strengthening the ecosystem, opening new marketing channels, increasing the number of marketers and strengthening capital. The BRI Insurance strategy in 2024 is as follows:

1. Portfolio focuses on business lines with controlled risk levels and good profitability.
2. Strengthening the micro segment to support financial inclusion, one of which is by optimizing production growth in the motor vehicle business line.
3. Optimizing retail segment products for suboptimal production, especially in the property and motor vehicle insurance business lines, through strengthening synergies.
4. Strengthening reinsurance management.
5. Striving to reduce exposure to the credit insurance business line and reviewing alternative sources of new growth.
6. Realizing the potential for insurance penetration in the ultra-micro ecosystem.
7. Improving pipeline management to minimize performance fluctuations and deviations from targets.
8. Preparation of a follow-up plan for the separation of the Sharia Business Unit in accordance with applicable regulations.
9. Increasing the marketing for custom products according to customer segments and needs to realize the aspirations of providing a customer-centric one stop insurance solution.
10. Continuing to strengthen investment capacity in an effort to increase investment returns to optimize returns, manage investment risks, especially in anticipating the implementation of PSAK 74.
11. Examining the potential of cyber risk insurance products in responding to new risks that arise.
12. Strengthening the digital ecosystem as a distribution channel by developing simple, affordable products with a shorter time frame and in line with the needs of the wider community is in line with the aspirations of going smaller and going faster.

#### PT BRI DANAREKSA SEKURITAS

In the 2023 period, PT BRI Danarekxa Sekuritas managed to record a net profit of IDR70.52 billion. The business income obtained was IDR308.78 billion with the largest contribution coming from securities trading intermediary services income amounting to IDR141.0 billion or 47%, followed by financial advisory services income amounting to IDR116.47 billion or 39%, and underwriting services income amounting to IDR63.83 billion or 8% of the total

recorded revenue. Compared to 2022, PT BRI Danarekxa Sekuritas' revenue was relatively smaller or has decreased by IDR38.73 billion or decreased by 11.14%, this decrease was due to several securities underwriting projects experiencing rescheduling. However, other business lines experienced a significant increase, especially income from securities trading brokerage services.

Tabel Kinerja (Produktivitas) PT BRI Danarekxa Sekuritas

(dalam jutaan Rupiah)

Uraian	2023	2022	Pertumbuhan	
			(Nominal)	(%)
Aset	1,059,172	1,648,173	(589,001)	(35.74%)
Pendapatan Usaha	308,777	347,502	(38,725)	(11.14%)
Net Profit	70,521	72,970	(2,449)	(3.36%)



Uraian	2023	2022	Pertumbuhan	
			(Nominal)	(%)
<i>Akumulasi Nilai Transaksi Brokerage</i>				
Saham	98,134,258	106,703,367	(8,569,109)	(8.03%)
Obligasi Pemerintah	272,950,420	328,682,560	(55,732,140)	(16.96%)
Obligasi Korporasi	45,000,210	45,628,550	(628,340)	(1.38%)

### PT BRI Danareksa Sekuritas Strategy in 2023

In 2023, BRI Danareksa Sekuritas launched its flagship online trading platform, namely BRIGHTS EASY, an alternative version of BRIGHTS with simplicity features and very easy to use. BRIGHTS EASY is expected to provide the best experience for BRI Danareksa Sekuritas retail customers. Then, development on the institutional equity brokerage business side was also carried out by working on improving the trading system to be able to provide excellent and reliable service. To aggressively expand the retail brokerage business, BRI Danareksa Sekuritas continued its collaboration program with BRI regarding opening RDN accounts via the BRI Mo application and embedding the BRIGHTS application launcher in the BRI Mo application. Apart from BRI, PT BRI Danareksa Sekuritas was running a collaboration program with BRI Group related to the acquisition of employee RDN accounts. Then, BRI Danareksa Sekuritas continued to encourage the expansion of cross selling between BRI and the BRI Group. Synergy with BRI was also implemented to strengthen the underwriting and financial advisory services business, BRI Danareksa Sekuritas penetrated corporate banking customers and forms a special team to handle BRI customers related to loan structuring. In terms of product and service development, BRI Danareksa Sekuritas offered convenience in margin transactions through Margin Online (MO) as well as ease in managing RDN balances through the autocash withdrawal feature. BRI Danareksa Sekuritas also carried out brand refinement to obtain brand identity as a strategy to increase brand awareness of the company and its products. PT BRI Danareksa Sekuritas continues to implement the corporate culture transformation which is based on BRI One Culture. The customer service culture transformation is also carried out by BRI Danareksa Sekuritas by optimizing digital assets, especially in marketing and literacy activities for retail customers through several products such as BRI Danareksa Market Update, Sapa Mentari, Saham (Stock) Kramat, Investalk Series, Bekal Buat Besok, Ngerondasip, and BRI Danareksa Eduvest. BRI Danareksa also strengthens governance and risk management to be able to support all business activities. In the midst of intense business competition, BRI Danareksa Sekuritas remains focused on conducting sustainable business by implementing and considering environmental, social and governance (ESG) aspects in accordance with the provisions stated in POJK NO.51/POJK.03/2017.

### PT BRI Danareksa Sekuritas Competitive Advantage and Innovation

BRI Danareksa Sekuritas is the first securities company as well as a pioneer in the Indonesian capital market. BRI Danareksa Sekuritas also has competent and certified human resources. BRI Danareksa Sekuritas has a superior online trading system product, namely BRIGHTS, which offers simplicity through BRIGHTS EASY. Apart from that, BRI Danareksa Sekuritas is also part of Bank Rakyat Indonesia, the state-owned bank with the largest asset ownership. Armed with this experience and supported by synergy with the BRI Group, BRI Danareksa Sekuritas has access to the widest reach in Indonesia through the parent distribution channel.

### Business Prospect and Strategy for PT BRI Danareksa Sekuritas in 2024

Welcoming business in the political year and increasing geopolitical tensions in 2024, BRI Danareksa Sekuritas will continue to focus on strengthening the foundations of retail and institutional businesses by maximizing the potential for interest-based income and increasing vote rank on the institutional side. In order to face the challenges in 2024, BRI Danareksa Sekuritas took the theme "Improving Business Performance to Achieve Strong Financial Performance by Focusing on the Retail Segment". In this big theme, there are derivative aspects that will be carried out by PT BRI Danareksa Sekuritas in 2024, in general including increasing the potential for interest-based income, increasing cross selling cooperation with BRI, continuing development of institutional systems and the BRIGHTS online trading system, increasing rank scores. institutional voting, collaborating with foreign brokers regarding sub-broking, improving the effectiveness and efficiency of back office processes, continuing massive campaigns to increase brand awareness, implementing digital implementation (digitization), carrying out business expansion, carrying out synergies with BRI and BRI Group, implementing a performance driven culture, as well as strengthening GCG and ESG implementation through RAKB.

BRI Danareksa Sekuritas will continue to optimize collaboration and accelerate synergy with the parent entity (BRI), especially to develop the retail business. Some of the strategies that will be implemented in 2024 include the development of "Let's Save Stocks" feature via the BRI Mo application which will then be continued into trading via BRI Mo. Then, collaborating with BRI regarding providing early



settlement facilities for retail brokerage transactions as well as simplifying BRI priority customer bond transactions managed by wealth management through the integration of the BRIGHTS application. In addition, PT BRI Danareksa Sekuritas will continue to collaborate with the entire BRI Group in the RDN acquisition program through the MESOP program for BRI subsidiaries and customers. BRI Danareksa Sekuritas also carries out exclusive collaboration related to education and marketing programs for BRI ESA customers. Then, BRI Danareksa Sekuritas continues to encourage the expansion of cross selling between BRI and the BRI Group. Synergy with BRI is also implemented to strengthen the underwriting and financial advisory services business with collaboration beyond lending partnerships. With synergy with BRI and the BRI Group, BRI Danareksa Sekuritas plans to return to becoming a large-scale underwriter (high profile underwriter) and obtain financial advisory services customers from the private sector.

On the internal side, BRI Danareksa Sekuritas will continue its brand campaign and strategy in order to increase brand awareness. . Apart

from that, BRI Danareksa Sekuritas will run a loyalty program to provide stimulus to retail customers. BRI Danareksa Sekuritas will also develop the online securities pawning feature on BRIGHTS. In order to face future business dynamics, BRI Danareksa Sekuritas is also making improvements to the back office service system, such as custodial system automation, development and integration of front and back office data to achieve good, effective and efficient work processes. PT BRI Danareksa Sekuritas also continues to strive to increase the capacity and capability of human resources through the human capital framework alignment program with BRI. In carrying out business and strategy in 2024, strengthening Corporate Governance (GCG) will continue to be carried out, especially in terms of risk management, compliance and internal audit. BRI Danareksa Sekuritas strives to implement and receive an assessment on the Corporate Governance Perception Index (CGPI). In addition, in accordance with NO.51/POJK.03/2017, BRI Danareksa Sekuritas will continue to support the implementation of Environmental, Social Responsibility and Governance (ESG) through the Sustainable Financial Action Plan (RAKB) program.

#### PT PERMODALAN NASIONAL MADANI (PNM)

PNM asset in 2023 reached IDR51.11 trillion, an increase of 9.33% compared to 2022 which amounted to IDR46.74 trillion. This increase mainly came from an increase in productive financing assets, which in 2023 reached IDR47.09 trillion, an increase of 10.58% compared to 2022 which amounted to IDR42.59 trillion. In terms of revenue, PNM posted revenue in 2023 of IDR15.38 trillion, an increase of 19.76% compared to 2022 which amounted to IDR12.84 trillion. This increase

mainly came from an increase in financing income from PNM Mekaar and UlaMM, which in 2023 was recorded at IDR41.97 trillion, an increase of 17.18% compared to 2022 which amounted to IDR35.81 trillion. Likewise, PNM's net profit for the 2023 period increased by 78.34% from IDR945.43 billion in 2022 to IDR1,69 trillion in 2023. This increase was supported by the growth in outstanding financing with controlled quality of productive assets.

Table of PT Permodalan Nasional Madani Performance (Productivity)

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset	51,106,905	46,744,758	4,362,147	9.33%
Disbursement of Financing	71,016,143	64,533,172	6,462,971	10.01%
Outstanding	47,094,856	42,588,393	4,506,463	10.58%

#### PT Permodalan Nasional Madani Strategy in 2023

PNM determined strategies and strategic policies to achieve the company's targets for 2023 as follows:

1. Changes to PNM's organizational structure were carried out in order to support long-term strategic initiatives and company sustainability.
2. Selective and effective market penetration. In this case, PNM mapped areas that have the potential to be financed, expanding service areas through opening Mekaar unit offices in potential areas and increasing the productivity of existing unit offices, embracing old customers by improving the quality of training/customer assistance through development programs business capacity.
3. Development of financing products to meet customer needs.
4. Increasing financial literacy and increasing financial inclusion for Mekaar customers through customer group meetings and synergy activities
5. Increasing the level of corporate governance through operational and loan risk management as well as measuring the Corporate Governance Performance Index (CGPI).
6. Development of a digitalization system to increase the efficiency and effectiveness of business processes, including updating the Mekaar Digi financing application and increasing hardware capabilities and IT security systems.

7. Optimizing available cash funds and diversifying funding sources from both the capital market and banking and the government through the Government Investment Center was expected to reduce overall loan interest rates.
8. Increasing productivity and competency of human resources, to support the empowerment of female customers who are ultra-micro business actors and micro-small business actors, PNM was optimizing education and training programs carried out both offline and online with the aim of increasing competency, especially for millennial and female employees to support increased productivity employees as a whole in achieving PNM targets.

#### **PT Permodalan Nasional Madani Competitive Advantage and Innovation**

PNM was founded in 1999 with the vision of becoming a leading financing institution in increasing added value in a sustainable manner for micro, small, medium and cooperative enterprises (UMKMK) based on the principles of Good Corporate Governance (GCG), the main focus of which is currently the empowerment of women actors. ultra micro business. By the end of 2023, through 4,552 service offices spread across 513 districts/municipalities and 34 provinces, PNM empowered more than 15 million female customers who were ultra-micro business actors and more than 118 thousand MSE customers. In order to encourage increased business capacity of customers, PNM also emphasized empowerment activities through providing business assistance and training to customers in addition to providing capital. Apart from that, PNM also supported the Sustainable Development Goals program, including financing to improve the quality of sanitation and clean water as well as financing for renovation of customers' business facilities/infrastructure, and PNM also played an active role in various social and environmental responsibility activities. The use of technology and information was also carried out to improve services to customers and support business and operational activities towards digitalization so that performance productivity could be increased, apart from that, with the existing Ultra Micro Holding synergy, services to customers could be improved.

#### **Business Activity Achievement Strategy**

In order to achieve performance targets by the end of 2024, PNM plans to expand the Mekaar unit office service network. Management is also trying to improve the quality and competence of human resources, especially account officers, so that they can support the sustainability of PNM. In 2024, the company's main business will continue to be focused on providing group-based financing to female ultra-micro entrepreneurs through PNM Mekaar, with potential that is still quite large and has not yet been exploited optimally. On the other hand, the existence of an ultra-micro holding provides

opportunities for business synergy which leads to improved service to customers through diversification of existing products as well as achieving the company's overall business targets. Apart from distributing financing, PNM also carries out empowerment activities through business assistance, training for customers, and the formation of customer business clusters to help customers increase their business capacity. This is expected to be able to increase the customer retention rate and the percentage of customers who continue to become bank entrepreneurs. This strategy is expected to be able to increase customer retention thereby supporting an increase in the number of customers and overall growth in both conventional and sharia financing receivable balances. At the end of 2024, it is projected that PNM's financing will still be able to grow double digits, with an increasing focus on Mekaar group financing, while Ulaam's individual financing will be aligned with BRI.

#### **PT Permodalan Nasional Madani Strategic Initiatives in 2024**

In 2024 PT Permodalan Nasional Madani implements several key strategic initiatives as follows:

1. The company will expand product beneficiaries by mapping and accelerating units that have the potential to target potential customers to increase productivity, as well as carry out product innovation by increasing companion products.
2. Strengthening empowerment activities for Mekaar customers by providing digital literacy programs to increase understanding and knowledge of digital technology for customers' business capabilities with digital marketing, customer business development literacy to accelerate sales and financial literacy for opening savings accounts.
3. Innovate the Mekaar group meeting process (PKM) to increase productivity and efficiency of business processes.
4. Increasing the IT maturity index by building a cloud-based technology architecture, building data lakes and activating use case analytics as well as strengthening the organization and IT management functions.
5. Strengthening Corporate Governance by measuring GCG and CGPI, Measuring Maturity Compliance and Corporate Governance, and Digitizing Compliance and Governance in policy and reporting repositories.
6. Increasing the productivity and competence of human resources, by supporting the role of women and the millennial generation in strategic positions and leadership cadres.
7. Strengthen the end-to-end digitalization process in Mekaar's operational and business processes to drive efficiency.
8. Strengthen the organization and function of the Internal Audit Unit (SPI) to improve supervisory capabilities.



## PT PEGADAIAN

PT Pegadaian's asset performance growth in 2023 reached IDR82.15 trillion or grew yoy by 12.66%. Asset growth is influenced by the largest component, namely outstanding loans which grew 14.43% from 2022, namely from IDR 59.05 trillion to IDR 67.57 trillion in line with the post-pandemic national economic recovery and also the existence of massive marketing and sales programs. In terms of revenue, Pegadaian

recorded an increase in operating profit in 2023 of 31.15% from IDR 3.33 trillion in 2022 to IDR 4.38 trillion in 2023. This increase in operating profit was not only supported by increased revenue, but was also offset by savings as reflected in marginal revenue of 11.5% which was greater than the marginal cost of 2.7%, which make PT Pegadaian could record profits with positive growth.

Table of PT Pegadaian Performance (Productivity)

(in IDR million)

Uraian	2023	2022	Pertumbuhan	
			(Nominal)	(%)
Asset	82,151,803	73,920,622	9,231,181	12.66%
Financing (Outstanding Loan/OSL Gross)	67,573,563	59,052,916	8,520,647	13.43%
Operating Profit	4,377,492	3,337,756	1,039,736	31.15%

### PT Pegadaian Strategy for 2023

Against the backdrop of global and national economic uncertainty, the spirit of economic recovery in the pandemic era, as well as ultra-micro ecosystem synergy, in 2023. PT Pegadaian carries the theme "Growing Stronger: Increasing business scale through Integrated Financial and Gold Ecosystem", so that the next year the company's direction is to grow exponentially through increasing the integrated financial business scale and as a key player in the foundation of the gold ecosystem in the plan to form Bullion Bank in Indonesia. The focus of the 2023 strategy will be focused on:

#### 1. Rapid Growth as Business Strategy

##### a. Retention (Rollover)

The focus of the strategy is to scale up customers to become loyal customers and prevent them from switching to competitors.

##### b. Acquisition (New customer)

Strategic focus on acquiring customers through market penetration, market development, product development or diversification.

##### c. Booster (Scale up B2B)

Focus on strategies to accelerate business through cross selling programs. Synergy with strategic partners and customer experience.

#### 2. Enabler Business as a supporting strategy for business

##### a. Productivity Accelerator

Focus on increasing HR productivity and Information Technology as an accelerator for business growth through process improvement.

##### b. Risk Mitigation

Strategic focus on improving the quality of productive assets and as an accelerator for increasing business opportunities through the risk identification process.

#### c. Sustainable Resilience

The strategy focuses on prioritizing business sustainability by increasing business, environmental, social and governance resilience.

### PT Pegadaian Competitive Advantage and Innovation

Always prioritizing innovation in order to strengthen competitiveness and provide the best products/services for the community, especially in utilizing technology and changing community behavior. Apart from that, Pegadaian continues to maintain service quality with reliable appraisers supported by various marketing and sales programs, strengthening pawn-based products, optimizing opportunities for gold-based and fiduciary products, strengthening sharia business, as well as optimizing digital leads and synergy with strategic partners. can help companies continue to grow sustainably as a solution for society in overcoming problems without problems.

### PT Pegadaian Business Prospect and Strategy for 2024

Based on the spirit of growth with ultra-micro holdings, the spirit of transformation, and the spirit of improving Indonesia, in 2024, Pegadaian will carry the theme: Going Beyond: Maximizing Financial Ecosystem and Establishing New Business Capabilities with a strategy that is in line with the grand strategy in the Company's Long Term Plan 2024-2028 namely G7-STAR:

#### 1. Grow Core

Strengthening Pegadaian's core business in the pawn and micro business lines through the use of data and technology in sales activities, modernizing business processes and facilitating multi-product customer experiences.

## 2. Go Further

Increasing agency network capabilities and optimizing cooperation with potential strategic partners.

## 3. Go Together

Strengthening the synergy between BRI Group and Pegadaian Group through joint utilization of sales networks and strengthening the capabilities of business supporting functions.

## 4. Grab New

Expanding business segments by launching new business lines through developing bullion services and accelerating growth through inorganic strategies and strengthening subsidiaries.

## 5. Groom Talent

Achieving the best talent management in order to support business growth and development.

## 6. Gen-Z Tech

Strengthening the IT architecture that supports new business implementation, strengthening the Company's internal and external applications and implementing a data-based operational model to achieve optimal benefits.

## 7. Great Culture and GCG

Re-launching cultural transformation, strengthening governance and risk management and implementing comprehensive ESG practices.

### PT BRI MANAJEMEN INVESTASI

PT BRI Manajemen Investasi's assets in 2023 amounted to IDR288.82 billion, an increase of 4.45% compared to 2022 which amounted to IDR276.52 billion. The increase was from rental fixed assets, prepaid taxes and securities portfolio due to transactions involving the purchase of the DIM portfolio. There was a decrease in cash equivalents and other assets. Transactions that have been settled have been recorded in cash equivalents, but transactions that are in the settlement process are recorded in accounts receivable.

Meanwhile, on the liabilities side, there was a quite significant increase, the majority of the increase was in rent payables, trade payables for commissions and other payables for affiliate fee bills with Danareksa (Persero), some of which were paid at the end of December 2023. Meanwhile, there was a decrease in accrued

expenses (accrued expenses) on accrued operational costs, most of which have been paid before the end of December 2023 as well as tax debts.

PT BRI Manajemen Investasi's revenue in 2023 will be IDR131.20 billion, a decrease of 12.36% compared to 2022 which will be IDR149.52 billion. The decrease in income was due to marketing performance in 2023 which was not optimal and there was 1 (one) Mutual Fund product that did not receive income from investment management due to the dissolution process of the Mutual Fund. AUM in 2023 will be IDR40.9 trillion compared to AUM in 2022 of IDR36.1 trillion. As for the cost post, there is an increase in operational costs consisting of business development (marketing and consultant costs) and depreciation costs for rental assets. Meanwhile, employee costs and information system costs have decreased.

Table of PT BRI Manajemen Investasi Performance (Productivity)

(in IDR million)

Description	2023	2022	Growth	
			(Nominal)	(%)
Asset	288,820	276,520	12,300	4.45%
Obligation	62,359	49,063	13,296	27.10%
Equity	226,461	227,457	(996)	(0.44%)
Commission. Net Operating Income	131,198	149,521	(18,323)	(12.25%)

### PT BRI Manajemen Investasi Strategy for 2023

Some of the strategies implemented by BRI Investment Management in 2023 are as follows:

1. Focus on building the foundation for group synergy through aligning flagship products and marketing targets from both the institutional side, APERD Bank (WVG), and APERD Securities (BRIGHTS).
2. Marketing focus on open end mutual fund products, especially flagship products, as well as increasing managed funds through the main retail segment.
3. The focus was on increasing human resource capabilities and qualifications, including through talent mobility and strengthening key competencies.



4. The focus was on optimizing back-office processes, including through core system upgrading and ERP development.
5. Focus on strengthening risk management and governance through aligning risk maturity assessments and governance as well as risk profile management.

#### **PT BRI Manajemen Investasi Competitive Advantage and Innovation**

BRI Investment Management was founded in 1992 as the first Investment Manager in Indonesia and issued the first mutual funds in Indonesia in 1996. The broad spectrum of investment products owned by BRI Investment Management is based on financial planning and customer orientation, providing various investment options for all segments, both institutional and retail that is tailored to customer risk tolerance and investment policies. As a knowledge intensive company, BRI Investment Management prioritizes business and operational management handled by professional and experienced human resources in the world of capital markets, supported by infrastructure and technology readiness from front to end. BRI Investment Management periodically prepared HR development plans, monitored and evaluated employees specifically in each function in order to adapt and prepare human resources that can keep up with developments in the Investment Manager industry. For more than 30 years in the Investment Manager Industry, BRI Investment Management has consistently applied governance and risk management as the main key to success to ensure smooth and sustainable business and operations in order to always maintain customer trust and reputation in the long term.

In supporting industrial growth and being responsive to industry's developments, BRI Investment Management has a complete spectrum of investment products that suit various customer risk profiles. In 2023, BRI Investment Management sharpened its existing products to become flagship products expected to be able to follow the development of the business cycle and suit the character of the retail segment, including money market seruni money market mutual funds, main income jasmine fixed income mutual funds, balanced regular mixed mutual funds income fund that distributes monthly dividends, as well as MSCI Indonesia ESG Screened index mutual funds. Marketing efforts were supported both by various financial literacy and inclusion activities within the BRI group ecosystem and in general carried out intensively and through affordable product features for the retail segment. In 2023, BRI Investment Management has officially changed its name from PT Danareksa Investment Management to PT BRI Investment Management. This change was in line with the effectiveness of majority ownership of PT Bank Rakyat Indonesia (Persero), Tbk on November 30, 2022. Alignment of strategies and policies in Group synergy began to be carried out intensively in 2023 in various aspects of the Company's business and operations expected to become the Company's competitive strength in increasing its contribution to the

Investment Manager Industry. The various collaborations carried out were expected to increase the integration of BRI Investment Management as part of the BRI Group which had a vision of being The Most Valuable Banking Group in Southeast Asia and Champion of Financial Inclusion.

#### **PT BRI Manajemen Investasi Business Prospect and Strategy for 2024**

At the beginning of 2023, there were two significant things, namely the potential for a global economic slowdown and the potential for an end to monetary policy tightening. During 2023, the Fed was recorded as raising interest rates 4x a total of 100 bps to the range of 5.25% - 5.50%. This rate of increase was much lower than the rate of increase in the Fed Funds Rate in 2022, which was 7x, totaling 425 bps. Meanwhile, United States inflation was in the range of 3.1% (November 2023), far below the 2022 position of 6.5%. The Fed Chairman gave the signal to cut interest rates in his last speech last December considering the sloping inflation conditions and employment data which were below expectations. In response to the Fed's policy, Bank Indonesia was recorded as increasing BI7DRR only once during 2023, where BI7DRR closed at 6.00% at the end of 2023. This increase occurred in October 2023, which was estimated to be BI's step to maintain the stability of the Rupiah. Our inflation level was recorded at 2.86% (November 2023). With existing developments, BI projects GDP was in the range of 4.5% - 5.3% in 2023.

The Fed's attitude of holding interest rates has had a positive impact on the domestic financial market, which is reflected in the flow of foreign funds to emerging markets, especially Indonesia. Overall, during 2023, based on settlement data up to December 21, 2023, foreigners were recorded as making net purchases of IDR81.40 trillion on the SBN market, net sales of IDR11.61 trillion on the stock market, and net purchases of IDR52.81 trillion on BI Rupiah Securities (SRBI). Mutual funds recorded YTD (November 2023) fell 2% due to a decline in money market and stock mutual funds, but on the other hand there were a number of products that recorded growth, such as mixed, protected, fixed income mutual funds, as well as ETFs and Indices. BRI Investment Management itself, similar to Industry, also experienced a decline in the same two types of mutual funds but recorded growth in other mutual fund products. In total, BRI Investment Management mutual fund growth YTD (November 2023) was 9% with a market share of 6.0% and ranking 5 (five) in the Mutual Fund Industry. Meanwhile, regarding the total products issued by investment managers which included KPD and Alternative Investment products, BRI Management grew around 10% with a market share of around 4.7% - 4.9% and ranked 8th (eighth).

Entering 2024, both the United States and Indonesia will hold a democracy party that year. BI projects that Indonesia's inflation in 2024 will be in the range of 1.5%-3.5% while GDP will be at the level of 4.7%-5.5%. The circulation of money in public consumption spending during the 2024 election period

is expected to support domestic economic growth. With more stable inflation and interest rates and higher GDP projections compared to 2023, 2024 is projected to be a year of balance between interest rate-based and stock-based mutual funds. BRI Management's internal research said that considering that in 2024 there will be a presidential election in the United States, economic success is very important for the current president so that the Fed is expected to be able to bring the United States economy to a soft landing in 2024. As long as the United States economy slows regularly and achieves a soft landing, this could be a positive catalyst for riskier assets in developing countries like Indonesia. However, despite the positive side of the possibility of a soft landing for the American economy, the main risk that must be monitored closely is war in the Middle East, where we all hope for a peaceful resolution as soon as possible.

In its development after the pandemic ended, a series of regulations were issued by the OJK in 2023, some of which are derivatives of Law no. 4 of 2023 which regulates strengthening supervisory and regulatory relations between institutions in the financial sector in order to realize Financial System Stability. This series of regulations will be a part of investment managers' business activities in the future. In the investment management industry, POJK No. 4 of 2023 related to RD KIK which includes OJK's strategic policies in addressing liquidity issues in mutual fund management, conditions that result in mutual fund restructuring, and a number of efforts to develop mutual funds in Indonesia, apart from that, POJK No. 13 of 2023 concerning policies for maintaining capital market performance and stability in market conditions that fluctuate significantly, the OJK has

the authority to take steps to determine policies for handling volatility, stimulus and/or relaxation for financial services industry players in the capital market sector. With segmentation into the retail business, regulatory challenges are at hand considering Law no. 27 of 2022 regarding the protection of personal data will be effective in October 2024. Strengthening internal control in terms of governance, compliance and risk management will be the main pillar of the business continuity of investment managers including BRI Investment Management. This is also in line with the implementation of POJK No. 51 of 2017 concerning Sustainable Finance which will begin to be implemented in the investment manager industry in the coming year. For this reason, infrastructure preparation is not only supported from the system side, but also from the side of human resource readiness.

In 2024, BRI Investment Management targets growth in managed funds to IDR50 trillion. Focusing on the retail segment and optimizing group synergy through flagship products will be the main strategy in efforts to build a solid business foundation and better maintain business continuity. Several strategic enablers, apart from strengthening internal control as explained above, are continuously increasing HR capacity, strengthening integrated IT systems and digital infrastructure, as well as strengthening BRI Investment Management branding. This branding strengthening is in line with the change of the Company's name to BRI Investment Management and is carried out both internally and externally to the group. The series of implementation of the BRI Investment Management strategy will be in line with increasing financial literacy and inclusion activities that are more collaborative and integrated.

## Revenue and Profitability of Operating Segment

Despite challenging economic conditions both globally and domestically, high interest rates and challenges from natural conditions such as El-Nino, BRI was able to continue its good performance in 2023. In general, BRI's profit was able to record growth in consolidated net profit of IDR60.42 trillion or growing 17.5% annually, all segments contributed positive profits and the largest was in the micro segment IDR22.47 trillion. This is in line with BRI's aspirations to increasingly focus on growth in the

MSME segment, especially micro, which is the main segment in the economic movement Indonesia.

The growth of the Company's net Income cannot be separated from the optimization of NII which was recorded at IDR135.18 trillion or grew 8.5% yoy and the Company's ability to efficiently and effectively use costs as reflected in the 2023 CIR ratio of 41.9% or lower than in 2022 of 44.9%

Table of Revenue and Profitability Operating Segments in 2023

(in IDR million)

Description	2023					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income - net	61,646,907	28,530,291	3,999,095	13,907,277	29,580,953	137,664,523
Other operating income	17,639,356	16,102,050	4,982,366	3,844,328	3,057,685	45,625,785
<b>Total Income</b>	<b>79,286,263</b>	<b>44,632,341</b>	<b>8,981,461</b>	<b>17,751,605</b>	<b>32,638,638</b>	<b>183,290,308</b>



Description	2023					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Other operating expense	(31,050,020)	(22,253,560)	(2,053,648)	(1,607,462)	(19,817,601)	(76,782,291)
Provision for impairment losses	(20,474,879)	(13,506,061)	7,888,285	(427,517)	(3,159,108)	(29,679,280)
Total Expenses	(51,524,899)	(35,759,621)	5,834,637	(2,034,979)	(22,976,709)	(106,461,571)
Non-operating income (expenses) – net	(20,591)	(77,380)	(48,903)	(377,093)	124,942	(399,025)
Income before tax exposure	27,740,773	8,795,340	14,767,195	15,339,533	9,786,871	76,429,712
Tax Year	(5,270,747)	(1,671,115)	(2,872,313)	(4,104,717)	(2,085,772)	(16,004,664)
<b>Current year profit</b>	<b>22,470,026</b>	<b>7,124,225</b>	<b>11,894,882</b>	<b>11,234,816</b>	<b>7,701,099</b>	<b>60,425,048</b>
<b>Asest Segment</b>						
Loan-Gross	496,554,160	442,703,668	197,696,204	-	60,798,674	1,197,752,706
Non Loans-Gross	-	-	74,146,859	632,429,871	133,243,664	839,820,394
Total Asset-Netto	468,573,573	418,508,640	244,435,173	632,353,605	185,530,577	1,949,401,568
<b>Segmen Liability</b>						
Funding	373,473,514	488,122,102	491,087,384	-	5,645,761	1,358,328,761
Non funding	-	-	16,334,296	151,222,833	122,648,998	290,206,127
Total Liability	373,473,514	488,122,102	507,421,680	151,222,833	128,294,759	1,648,534,888

Table of Revenue and Profitability Operating Segments in 2022

(in IDR million)

Description	2022					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income - net	59,395,789	30,128,931	(1,777,679)	12,971,032	25,755,474	126,473,547
Other operating income	13,689,096	15,553,855	3,593,099	3,879,051	2,412,593	39,127,694
<b>Total Income</b>	<b>73,084,885</b>	<b>45,682,786</b>	<b>1,815,420</b>	<b>16,850,083</b>	<b>28,168,067</b>	<b>165,601,241</b>
Other operating expense	(34,395,404)	(18,746,771)	(1,884,810)	(1,237,497)	(18,051,530)	(74,316,012)
Provision for impairment losses	(8,779,414)	(17,073,704)	1,292,897	996,230	(3,415,201)	(26,979,192)
Total expense	(43,174,818)	(35,820,475)	(591,913)	(241,267)	(21,466,731)	(101,295,204)
Non operating income (expense)- net	30,762	179,332	78,689	(11,879)	13,760	290,664
Income before tax expense	29,940,829	10,041,643	1,302,196	16,596,937	6,715,096	64,596,701
Tax expense	(3,892,308)	(2,164,708)	(479,226)	(5,055,150)	(1,597,102)	(13,188,494)
<b>Current year profit</b>	<b>26,048,521</b>	<b>7,876,935</b>	<b>822,970</b>	<b>11,541,787</b>	<b>5,117,994</b>	<b>51,408,207</b>



Description	2022					
	Micro	Retail	Corporate	Others	Subsidiary	Total
<b>Asset segment</b>						
Loan	449,626,718	399,555,810	173,787,061	-	56,305,230	1,079,274,819
Provision for impairment losses	(23,499,725)	(26,981,604)	(34,097,491)	-	(3,745,011)	(88,323,830)
Non Loan			53,908,457	688,411,805	120,305,966	862,626,228
CKPN Non Kredit			(1,775,379)	(92,364)	(4,783,458)	6,651,201
<b>Liabilitas segment</b>						
Financing	367,656,835	469,090,526	464,028,257	-	7,108,395	1,307,884,013
Non Funding			13,553,325	128,737,434	112,068,921	254,359,680
	367,656,835	469,090,526	477,581,582	128,737,434	119,177,316	1,562,243,693

Table of Revenue Growth and Profitability of Operating Segment in 2023-2022

(in %)

Description	Growth 2022-2023					
	Micro	Retail	Corporate	Others	Subsidiary	Total
Interest and premium income - net	3.79%	(5.31%)	324.96%	7.22%	14.85%	8.85%
Other operating income	28.86%	3.52%	38.66%	(0.90%)	26.74%	16.61%
Total Income	8.49%	(2.30%)	394.73%	5.35%	15.87%	10.68%
Other operating expense	(9.73%)	18.71%	8.96%	29.90%	9.78%	3.32%
Provision for impairment losses	133.21%	(20.90%)	510.12%	(142.91%)	(7.50%)	10.01%
Total expense	19.34%	(0.17%)	(1.085.73%)	743.46%	7.03%	5.10%
Non operating income (expense)- net	(166.94%)	(143.15%)	(162.15%)	3.074.45%	808.01%	(237.28%)
Income before tax expense	(7.35%)	(12.41%)	1.034.02%	(7.58%)	45.74%	18.32%
Tax expense	35.41%	(22.80%)	499.37%	(18.80%)	30.60%	21.35%
Current year profit	(13.74%)	(9.56%)	1.345.36%	(2.66%)	50.47%	17.54%
<b>Asset segment</b>						
Loan	10.44%	10.80%	13.76%	0.00%	7.98%	10.98%
Provision for impairment losses	19.07%	(10.33%)	(27.17%)	0.00%	(22.18%)	(9.51%)
Non Loan	0.00%	0.00%	37.54%	(8.13%)	10.75%	(2.64%)
CKPN Non Kredit	0.00%	0.00%	44.96%	(17.43%)	17.02%	24.00%
<b>Liabilitas segment</b>						
Financing	1.58%	4.06%	5.83%	0.00%	(20.58%)	3.86%
Non Funding	0.00%	0.00%	20.52%	17.47%	9.44%	14.09%
	1.58%	4.06%	6.25%	17.47%	7.65%	5.52%



## Geographic Segmen

### Geographic Segment Explanation

The geographical segment includes provision of products or services within a particular economic environment with different risks and returns compared to other operating segments in other economic environments. BRI's geographical segments are Indonesia, United States of America, Hong Kong, Singapore, Timor Leste and Taiwan.

### Productivity, Income and Profit of Geographic Segments

In terms of performance, based on geography, the Indonesian region occupies the main composition, indeed this is due to the

Company's focus on further optimizing the potential that exists within the country. It was recorded that until the end of 2022, performance in the Indonesian region experienced good annual growth where recorded assets grew 5.39%, income grew 10.80% and profit before tax 18.64%. The Company is recorded as having six work units located in 5 (five) overseas regions to capture existing business opportunities. All of the Company's work units located outside Indonesia managed to record positive growth in assets and income even though there was a slight decrease in income in several work units. due to the impact of the Covid-19 pandemic which has not yet fully recovered in the region.

Table of Productivity, Income and Profit of Geographic Segments

(in IDR million)

Description	2023	2022	Growth	
			(IDR)	(%)
<b>INCOME</b>				
Indonesia	182,635,153	164,840,457	17,794,496	10.79%
United States of America	203,615	397,108	(193,493)	(48.73%)
Singapore	230,848	245,748	(14,900)	(6.06%)
Timor Leste	155,785	101,667	54,118	53.23%
Hong Kong	20,423	14,223	6,200	43.59%
Taiwan	44,484	2,038	42,446	2.082.73%
<b>Total Income</b>	<b>183,290,308</b>	<b>165,601,241</b>	<b>17,689,011</b>	<b>10.68%</b>
<b>INCOME BEFORE TAX EXPENSE</b>				
Indonesia	76,060,127	64,111,292	11,948,834	18.64%
United States of America	63,686	320,147	(256,461)	(80.11%)
Singapore	181,470	135,024	46,446	34.40%
Timor Leste	109,877	54,946	54,931	99.97%
Hong Kong	161	122	39	31.97%
Taiwan	14,391	(24,830)	39,221	(157.96%)
<b>Total Income Before Tax Expense</b>	<b>76,429,712</b>	<b>64,596,701</b>	<b>11,833,011</b>	<b>18.32%</b>
<b>ASSET</b>				
Indonesia	1,885,581,840	1,789,162,542	96,419,298	5.39%
United States of America	26,087,423	27,856,321	(1,768,898)	(6.35%)
Singapore	28,980,347	25,069,385	3,910,962	15.60%
Timor Leste	6,114,107	4,256,142	1,857,965	43.65%
Hong Kong	24,232	17,982	6,250	34.76%

Description	2023	2022	Growth	
			(IDR)	(%)
Taiwan	2,613,619	563,644	2,049,975	363.70%
<b>Total Income Before Tax Expense</b>	<b>1,949,401,568</b>	<b>1,846,926,016</b>	<b>102,475,552</b>	<b>5.55%</b>
LIABILITY				
Indonesia	1,585,649,437	1,504,449,309	81,200,128	5.40%
United States of America	26,148,777	28,000,956	(1,852,179)	(6.61%)
Singapore	28,855,880	25,168,981	3,686,899	14.65%
Timor Leste	5,792,144	4,020,492	1,771,652	44.07%
Hong Kong	6,467	4,257	2,210	51.91%
Taiwan	2,082,183	599,698	1,482,485	247.21%
<b>Total Liability</b>	<b>1,648,534,888</b>	<b>1,562,243,693</b>	<b>86,291,195</b>	<b>5.52%</b>

## National Strategic Projects (PSN) or Other Assignments

### Kredit Usaha Rakyat (KUR)

KUR (Kredit Usaha Rakyat – People’s Business Loan) is a loan/financing for working capital and/or investment to individual debtors, business entities and/or business groups that are productive and viable but do not have additional collateral or the additional collateral is not sufficient. BRI KUR distribution is based on the Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia No. 1 of 2023 concerning Amendments to the Regulation of the Coordinating Minister for Economic Affairs of the Republic of Indonesia Number 1 of 2022 concerning Guidelines for Implementing People’s Business Credit. On November 15, 2023 based on a letter from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia Deputy for Macroeconomic and Financial Coordination No. PK.KUR/213/D.I.M.EKON/11/2023, the Financing Policy Committee for MSMEs decided to adjust the BRI KUR ceiling to remain at IDR194.40 trillion, and the target for new KUR debtors in 2023 for BRI was at least 1,363,225 debtors. BRI’s Micro KUR distribution in 2023 was IDR140.2 trillion below the Government’s target of IDR194.40 trillion, this was because BRI focused on growing Kupedes (shifting back to Kupedes) in 2023.

### Micro and Small Enterprises Funding Program (PUMK)

The implementation of the Social and Environmental Responsibility program carried out in the form of financing to MSEs is called the MSEs Funding Program (PUMK) or in previous years it was called the Partnership Loan Program. This MSEs funding (PUMK) is a Government policy implemented by all SOEs with the aim that SOEs, in addition to carrying out their business operations, also

carries out social duties as a coach for micro and small businesses in the form of access to capital and assistance so that in the end they can be independent or switch to KUR or commercial loans. The MSEs Funding Program is provided strictly for productive business purposes in an effort to empower Micro and Small Enterprises.

On the internal side of BRI, there is a change in the business model of the MSEs Funding Program in 2021 with the previous year’s partnership loan. Until 2020, partnership loans were under the Small and Medium Directorate, with the following business model:

- Customers in the partnership loan segment were business actors who were feasible but not yet bankable.
- The loan initiative was carried out by the RM Program.
- The maximum partnership loan ceiling at that time was IDR75 million.

According to Minutes of Handover No. B.10-SSM/01/2021 Dated January 15, 2021, for Partnership Loans currently referred to as the MSEs Funding Program (PUMK) realized starting in 2021 and was the responsibility of the Micro Directorate, with the following business model:

- MSEs Funding Program segment customers are business actors who were feasible but not yet bankable who met the MSEs Funding Program requirements.
- The MSEs Funding Program was distributed through the BRI Unit which was initiated by the Loan analysts.
- The maximum ceiling for MSEs Funding Program was IDR50 million/debtor.



The MSEs Funding Program became a journey so that MSEs Funding Program's fostered partners could later become entry level KUR debtors so that in the future their business could continue to grow and could become a potential pipe line for commercial loans. Distribution of the MSEs Funding Program as of December 31, 2022 reached 15,176 fostered partners, with a nominal value of IDR259.8 billion. Meanwhile, the total distribution of MSEs Funding Program in 2023 reached IDR872.6 billion with a total of 30,871 fostered partners.

## Social Assistance (BANSOS)

The Ministry of Social Affairs of the Republic of Indonesia collaborates with BRI in distributing Social Assistance, this collaboration is based on Presidential Regulation of the Republic of Indonesia Number 63 of 2017 concerning Non-Cash

Distribution of Social Assistance. In 2023 there will be 3 (three) types of social assistance distributed, including:

- 1. Program Keluarga Harapan Social Assistance (PKH Social Assistance)**  
Distributed to 3.24 million Beneficiary Families (KPM) with total assistance of IDR9.12 trillion.
- 2. Basic Food Assistance**  
Distributed to 5.41 million Beneficiary Families (KPM) with total assistance of IDR12.65 trillion.
- 3. El Nino Direct Cash Assistance (BLT)**  
Distributed to 5.1 million Beneficiary Families (KPM) with total assistance of IDR2 trillion.

So the total aid distributed from the 3 (three) types of aid (PKH Social Assistance, Basic Food Social Assistance and El Nino BLT) is IDR23.8 trillion.

## FINANCE DIRECTORATE PERFORMANCE SUMMARY

The Finance Directorate has an important role in running the BRI organization, including preparing corporate strategy and Key Performance Indicators (KPIs), fulfilling the core responsibilities of financial functions starting from the budget planning process to reporting accuracy, managing assets and liabilities, as well as managing subsidiary business strategies to encourage optimization of Subsidiary Entity contributions. In line with this, during 2023 BRI has recorded positive performance amidst uncertain global economic conditions as demonstrated by achieving good financial performance and maintained bank health figures. This financial performance was reflected in the achievement of the Company's financial targets such as profit, Pre-Provision Operating Profit/PPOP (nominal and growth yoy), Return on Equity (ROE), Loan at Risk (LAR), and other financial performance.

In addition, BRI is currently managing 10 (ten) subsidiaries as part of the BRI Group conglomerate which is also showing positive performance. This condition is indicated by the growth of subsidiary assets which grew by 10.15% yoy or had a composition of 9.62% of total consolidated assets, in addition to that, aggregate subsidiary profits were able to grow by 39.65% yoy or had a composition equivalent to 12.09 % of total consolidated profit recorded was higher than the previous period of 10.18%. The proud performance of the BRI Group provides a positive signal for the market so that by the end of 2023, BRI's market capitalization could reach IDR 867.7 trillion, growing by 15.9% yoy. All of BRI's target achievements cannot be separated from the implementation of good

budgeting and performance management processes and governance, including the determination of Key Performance Indicators. The reliability of financial reports continues to be refined, demonstrated by the maintenance of ISO 9001:2015 standard certification in Audit Surveillance for Design of Accounting Policy and Accounting Control, Preparation and Verification of Published Financial Statements, Management Accounting and Analysis, Tax Policy and Operation, Internal and External Reporting.

In addition, profitability assessments were more granular down to the product level, making every element at BRI increasingly focused on achieving performance. Product management was carried out in an adaptive and innovative manner by considering aspects of consumer protection and strengthening risk management in the planning, launching, monitoring and product evaluation processes. Furthermore, the Finance Directorate also played a role in developing a more robust organizational structure and job description as enablers in achieving BRI's goals. To improve the quality of the role and responsibilities of the Finance Directorate, during 2023, internal strategic initiatives had also been implemented that focused on strengthening enablers' capabilities and improving business processes. These included the implementation of several New Finance System PaPM and FPSL modules, BRI Price, and others. This aimed to support the preparation and implementation of effective, efficient and quality strategies to encourage improvements in BRI's performance.

# Financial Review

The financial review described below refers to the Financial Report for the years ending December 31, 2023 and 2022 which are presented in this Annual Report. The Financial Statements have been audited by the Public Accounting Firm Purwanto, Sungkoro, and Surja (Member of Ernst and Young Global) which states the opinion that the consolidated financial statements present

fairly in all material respects, the consolidated financial position of PT Bank Rakyat Indonesia (Persero) Tbk and its subsidiaries as of December 31, 2023, as well as its consolidated financial performance and cash flows for the year ended on that date, in accordance with Indonesian Financial Accounting Standards.

## Financial Performance

The Company's financial performance consists of performance of Consolidated Statement of Financial Position, Statement of Profit Loss and Other Comprehensive Income as well as Statement of Consolidated Cash flow are presented below.

### Consolidated Statement of Financial Position

Table of Consolidated Statement of Financial Position

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>ASSET</b>				
Cash	31,603,784	27,407,478	4,196,306	15.31%
Current accounts with Bank Indonesia	101,909,121	150,935,150	(49,026,029)	(32.48%)
Current accounts with Other Banks	22,331,919	21,488,434	843,485	3.93%
Allowance for impairment losses	(9,984)	(18,577)	8,593	(46.26%)
	22,321,935	21,469,857	852,078	3.97%
Placement with Bank Indonesia and Other Financial Institutions	65,225,260	70,401,901	(5,176,641)	(7.35%)
Allowance for impairment losses	(1,860)	(1,981)	121	(6.11%)
	65,223,400	70,399,920	(5,176,520)	(7.35%)
Securities	331,091,304	330,324,818	766,486	0.23%
Allowance for impairment losses	(81,510)	(82,835)	1,325	(1.60%)
	331,009,794	330,241,983	767,811	0.23%
Export Bills and Other Receivables	53,895,404	39,067,375	14,828,029	37.96%
Allowance for impairment losses	(2,323,916)	(1,638,929)	(684,987)	41.79%
	51,571,488	37,428,446	14,143,042	37.79%

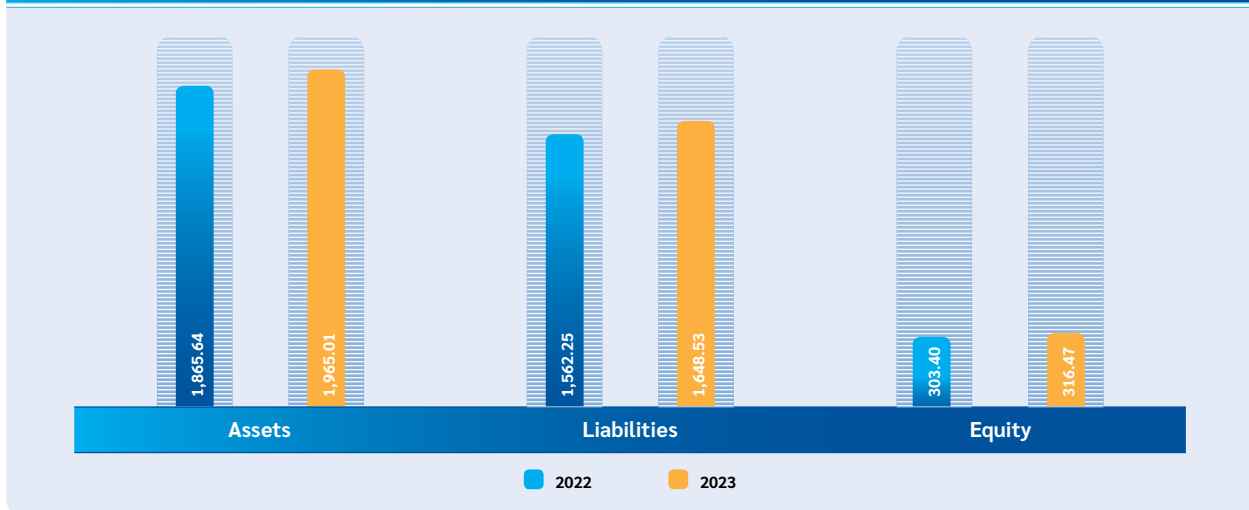


Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Securities Purchased Under Agreement to Resell	33,595,231	51,014,678	(17,419,447)	(34.15%)
Derivative Receivables	911,683	911,405	278	0.03%
Loans	1,197,752,706	1,079,274,819	118,477,887	10.98%
Allowance for impairment losses	(79,924,211)	(88,323,830)	8,399,619	(9.51%)
	1,117,828,495	990,950,989	126,877,506	12.80%
Sharia Loans	13,668,220	10,514,329	3,153,891	30.00%
Allowance for impairment losses	(1,093,762)	(1,286,203)	192,441	(14.96%)
	12,574,458	9,228,126	3,346,332	36.26%
Finance Receivables	55,008,321	49,287,917	5,720,404	11.61%
Allowance for impairment losses	(4,483,915)	(3,477,948)	(1,005,967)	28.92%
	50,524,406	45,809,969	4,714,437	10.29%
Acceptances Receivables	10,217,408	7,167,600	3,049,808	42.55%
Allowance for impairment losses	(249,698)	(136,536)	(113,162)	82.88%
	9,967,710	7,031,064	2,936,646	41.77%
Investment in Associated Entities	7,308,167	6,515,095	793,072	12.17%
Allowance for impairment losses	(2,676)	(8,192)	5,516	(67.33%)
	7,305,491	6,506,903	798,588	12.27%
Premises and Equipment				
Cost	81,463,777	73,951,201	7,512,576	10.16%
Accumulated Depreciation	(21,785,658)	(18,735,154)	(3,050,504)	16.28%
Book value - net	59,678,119	55,216,047	4,462,072	8.08%
Deferred Tax Assets - net	15,605,462	18,712,994	(3,107,532)	(16.61%)
Other Assets - net	53,376,453	42,374,001	11,002,452	25.97%
<b>TOTAL ASSETS</b>	<b>1,965,007,030</b>	<b>1,865,639,010</b>	<b>99,368,020</b>	<b>5.33%</b>
<b>LIABILITIES AND EQUITY</b>				
<b>LIABILITIES</b>				
Liabilities Due Immediately	30,651,807	24,910,579	5,741,228	23.05%
Deposits from Customers				
Demand Deposits	346,124,372	349,755,590	(3,631,218)	(1.04%)
Saving Deposits	527,945,550	522,647,920	5,297,630	1.01%
Time Deposits	484,258,839	435,480,503	48,778,336	11.20%
	1,358,328,761	1,307,884,013	50,444,748	3.86%
Deposits from Other Banks and Financial Institutions	11,958,319	9,334,547	2,623,772	28.11%
Securities Sold Under Agreement to Repurchase	19,079,458	9,997,592	9,081,866	90.84%

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Derivative Payables	925,210	783,921	141,289	18.02%
Acceptances Payable	10,217,408	7,167,600	3,049,808	42.55%
Taxes Payable	2,546,839	3,053,782	(506,943)	(16.60%)
Marketable Securities Issued	49,637,581	63,611,761	(13,974,180)	(21.97%)
Fund Borrowings	98,850,813	79,371,200	19,479,613	24.54%
Estimated Losses on Commitments and Contingencies	6,117,768	6,458,343	(340,575)	(5.27%)
Liabilities for Employee Benefits	23,059,624	21,296,487	1,763,137	8.28%
Other Liabilities	36,664,617	27,871,880	8,792,737	31.55%
Subordinated Loans and Marketable Securities	496,683	501,988	(5,305)	(1.06%)
<b>TOTAL LIABILITIES</b>	<b>1,648,534,888</b>	<b>1,562,243,693</b>	<b>86,291,195</b>	<b>5.52%</b>
<b>EQUITY</b>				
Capital stock	7,577,950	7,577,950	-	0.00%
Additional paid-in-capital	75,853,127	75,637,083	216,044	0.29%
Revaluation surplus arising from premises and equipment - net of tax	20,216,505	20,267,952	(51,447)	(0.25%)
Differences arising from the translation of foreign currency financial statements	(253,744)	(127,954)	(125,790)	98.31%
Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax	(2,221,745)	(4,464,483)	2,242,738	(50.24%)
Allowance for impairment losses on fair value through other comprehensive income securities	128,230	139,978	(11,748)	(8.39%)
Gain/(loss) on remeasurement of defined benefit plan - net of deferred tax	(2,134,699)	(689,473)	(1,445,226)	209.61%
Treasury Stock	(3,614,321)	(2,202,178)	(1,412,143)	64.12%
Stock Option	54,769	16,356	38,413	234.86%
Provision for bonus shares compensation	287,482	210,266	77,216	36.72%
Impact of transaction with non-controlling interest	1,758,580	1,758,580	-	0.00%
Retained earnings				
Appropriated	3,022,685	3,022,685	-	0.00%
Unappropriated	210,688,737	198,147,249	12,541,488	6.33%
Total Retained Earnings	213,711,422	201,169,934	12,541,488	6.23%
Total Equity Attributable to Equity Holders of the Parent Entity	311,363,556	299,294,011	12,069,545	4.03%
Non-controlling Interest	5,108,586	4,101,306	1,007,280	24.56%
<b>TOTAL EQUITY</b>	<b>316,472,142</b>	<b>303,395,317</b>	<b>13,076,825</b>	<b>4.31%</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>1,965,007,030</b>	<b>1,865,639,010</b>	<b>99,368,020</b>	<b>5.33%</b>



## Graph of Consolidated Statement of Financial Position (in IDR trillion)



### Assets

Assets in 2023 reached IDR1,965.01 trillion, an increase of 5.33% compared to 2022 which reached IDR1,865.64 trillion. This increase in assets was driven primarily by productive assets, namely loans and financing, which rose by 11.18% yoy or up IDR127.35 trillion, securities rose 0.23% yoy or up IDR766.49 billion.

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Cash	31,603,784	27,407,478	4,196,306	15.31%
Current accounts with Bank Indonesia	101,909,121	150,935,150	(49,026,029)	(32.48%)
Current accounts with Other Banks	22,331,919	21,488,434	843,485	3.93%
Allowance for impairment losses	(9,984)	(18,577)	8,593	(46.26%)
	22,321,935	21,469,857	852,078	3.97%
Placement with Bank Indonesia and Other Financial Institutions	65,225,260	70,401,901	(5,176,641)	(7.35%)
Allowance for impairment losses	(1,860)	(1,981)	121	(6.11%)
	65,223,400	70,399,920	(5,176,520)	(7.35%)
Securities	331,091,304	330,324,818	766,486	0.23%
Allowance for impairment losses	(81,510)	(82,835)	1,325	(1.60%)
	331,009,794	330,241,983	767,811	0.23%
Export Bills and Other Receivables	53,895,404	39,067,375	14,828,029	37.96%
Allowance for impairment losses	(2,323,916)	(1,638,929)	(684,987)	41.79%
	51,571,488	37,428,446	14,143,042	37.79%
Securities Purchased Under Agreement to Resell	33,595,231	51,014,678	(17,419,447)	(34.15%)
Derivative Receivables	911,683	911,405	278	0.03%
Loans	1,197,752,706	1,079,274,819	118,477,887	10.98%



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Allowance for impairment losses	(79,924,211)	(88,323,830)	8,399,619	(9.51%)
	1,117,828,495	990,950,989	126,877,506	12.80%
Sharia Loans	13,668,220	10,514,329	3,153,891	30.00%
Allowance for impairment losses	(1,093,762)	(1,286,203)	192,441	(14.96%)
	12,574,458	9,228,126	3,346,332	36.26%
Finance Receivables	55,008,321	49,287,917	5,720,404	11.61%
Allowance for impairment losses	(4,483,915)	(3,477,948)	(1,005,967)	28.92%
	50,524,406	45,809,969	4,714,437	10.29%
Acceptances Receivables	10,217,408	7,167,600	3,049,808	42.55%
Allowance for impairment losses	(249,698)	(136,536)	(113,162)	82.88%
	9,967,710	7,031,064	2,936,646	41.77%
Investment in Associated Entities	7,308,167	6,515,095	793,072	12.17%
Allowance for impairment losses	(2,676)	(8,192)	5,516	(67.33%)
	7,305,491	6,506,903	798,588	12.27%
Premises and Equipment				
Cost	81,463,777	73,951,201	7,512,576	10.16%
Accumulated Depreciation	(21,785,658)	(18,735,154)	(3,050,504)	16.28%
Book value - net	59,678,119	55,216,047	4,462,072	8.08%
Deferred Tax Assets - net	15,605,462	18,712,994	(3,107,532)	(16.61%)
Other Assets - net	53,376,453	42,374,001	11,002,452	25.97%
<b>TOTAL ASSET</b>	<b>1,965,007,030</b>	<b>1,865,639,010</b>	<b>99,368,020</b>	<b>5.33%</b>

## Cash

Cash in 2023 reached IDR31.60 trillion, an increase of 15.31% compared to 2022 which was IDR27.41 trillion. The increase in total cash was influenced by the Rupiah currency which grew IDR4.20 trillion or 15.31%, this is in line with BRI's operational needs.

### Table of Cash

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rupiah	29,764,399	25,980,803	3,783,596	14.56%
Foreign currency				
United States Dollar	1,229,799	645,965	583,834	90.38%
Singaporean Dollar	181,540	206,765	(25,225)	(12.20%)



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
European Euro	61,684	167,307	(105,623)	(63.13%)
Australian Dollar	67,749	138,796	(71,047)	(51.19%)
Malaysian Ringgit	41,489	110,447	(68,958)	(62.44%)
Saudi Arabian Riyal	188,217	63,512	124,705	196.35%
Great Britain Pound Sterling	11,839	25,567	(13,728)	(53.69%)
United Arab Emirates Dirham	11,811	22,592	(10,781)	(47.72%)
Hong Kong Dollar	5,183	9,094	(3,911)	(43.01%)
Bruneian Dollar	5,270	9,355	(4,085)	(43.67%)
New Zealand Dollar	2,024	5,669	(3,645)	(64.30%)
Japanese Yen	9,110	5,020	40,90	81.47%
Canadian Dollar	3,183	4,042	(859)	(21.25%)
Renminbi	6,070	4,020	20,50	51.00%
Swiss Franc	10,633	4,020	6,613	26.31%
Phillipine Peso	1,257	1,698	(441)	(25.97%)
Thailand Baht	838	1,477	(639)	(43.26%)
Vietnamese Dong	266	593	(327)	(55.14%)
New Taiwanese Dollar	869	292	577	197.60%
South Korean Won	327	245	82	33.47%
Indian Rupee	135	113	22	19.47%
Papua New Guinean Kina	92	86	6	6.98%
	1,839,385	1,426,675	412,710	28.93%
<b>Total</b>	<b>31,603,784</b>	<b>27,407,478</b>	<b>4,196,306</b>	<b>15.31%</b>

### Current Accounts with Bank Indonesia

Current accounts with Bank Indonesia (BI) in 2023 reached IDR101.90 trillion, down 32.48% compared to 2022 which reached IDR150.94 trillion. This decrease is in line with the incentive to reduce GWM by 2.95% from the end of December 2023, higher than December 2022 by 2%. This incentive was received by the Company for its positive contribution in lending to priority sectors determined by Bank Indonesia.

### Table of Current Account with Bank Indonesia

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Rupiah	93,630,203	141,071,603	(47,441,400)	(33.63%)
United States Dollar	8,278,918	9,863,547	(1,584,629)	(16.07%)
<b>Total</b>	<b>101,909,121</b>	<b>150,935,150</b>	<b>(49,026,029)</b>	<b>(32.48%)</b>

### Current Accounts with Other Banks

Current accounts with other banks in 2023 reached IDR22.33 trillion, an increase of 3.93% yoy compared to 2022 of IDR21.49 trillion. This increase was contributed by third party foreign currency which rose 5.63% yoy, this increase was in the context of optimizing liquidity and interbank transaction operational activities.

Table of Current Accounts with Other Banks Based on Foreign Currency

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>Third Party</b>				
Rupiah	269,629	328,752	(59,123)	(17.98%)
Foreign currency	21,614,031	20,461,704	1,152,327	5.63%
<b>Related Parties</b>				
Rupiah	414,931	670,798	(255,867)	(38.14%)
Foreign currency	33,328	27,180	6,148	22.62%
Total	22,331,919	21,488,434	843,485	3.93%
Allowance for impairment losses	(9,984)	(18,577)	8,593	(46.26%)
<b>Total - Net</b>	<b>22,321,935</b>	<b>21,469,857</b>	<b>852,078</b>	<b>3.97%</b>

### Placements with Bank Indonesia and Other Financial Institutions

Placements with Bank Indonesia and other financial institutions in 2023 reached IDR65.22 trillion, down 7.35% yoy compared to 2022 which reached IDR70.40 trillion. This decrease was due to a decrease in placements in the form of United States Dollars to the central bank which fell by 46.16% yoy or decreased by IDR15.84 trillion in order to adjust the need for transactions in foreign currencies which were not as large as the Rupiah.

Table of Placements with Bank Indonesia and Other Financial Based on Type and Currency

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>Third Party</b>				
Rupiah				
Bank Indonesia	30,440,561	20,869,473	9,571,088	45.86%
Inter-bank call money	2,030,000	1,050,000	980,000	93.33%
Time Deposits	576,020	637,059	(61,039)	(9.58%)
Deposit on Call	-	-	-	-
Dollar United States of America				
Bank Indonesia	18,476,400	34,319,160	(15,842,760)	(46.16%)
Inter-bank call money	8,442,491	8,102,368	340,123	4.20%
Time Deposits	299,469	17,089	282,380	1.652.41%
Deposit on Call	1,924,625	1,790,262	134,363	7.51%



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Euro Eropa				
Inter-bank call money	-	563,778	(563,778)	(100.00%)
	<b>62,297,819</b>	67,349,188	(5,051,369)	(7.50%)
<b>Related Parties</b>				
Rupiah				
Inter-bank call money	200,000	200,000	-	0.00%
Time Deposits	933,662	673,263	260,399	38.68%
Dollar United States of America				
Inter-bank call money	1,770,655	2,179,450	(408,795)	(18.76%)
Time Deposits	23,124	-	23,124	100.00%
Dolar Singapura				
Inter-bank call money		-		
	<b>2,927,441</b>	3,052,713	(125,272)	(4.10%)
<b>Total</b>	<b>65,225,260</b>	<b>70,401,901</b>	<b>(5,176,641)</b>	<b>(7.35%)</b>
Allowance for impairment losses nilai	(1,860)	(1,981)	121	(6.11%)
<b>Net</b>	<b>65,223,400</b>	<b>70,399,920</b>	<b>(5,176,519)</b>	<b>(7.35%)</b>

## Securities

Securities in 2023 reached IDR331.09 trillion, relatively flat, grew by 0.23% compared to 2022 which reached IDR330.24 trillion. This flat growth was contributed by a decrease in amortized cost classification effects of 8.23% yoy or a decrease of IDR13.05 trillion, this decrease was mainly in the context of optimizing the portfolio for assets that have a more optimal yield, in this case the credit provided, in addition to the decrease This is to provide flexibility for liquidity because the composition of securities will be further upgraded to fair value classification through comprehensive income.

### Table of Securities Based On Their Remaining Period to Maturity

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third Party	74,551,023	44,013,526	30,537,497	69.38%
Related Parties	256,540,281	286,311,292	(29,771,011)	(10.40%)
<b>Total</b>	<b>331,091,304</b>	<b>330,324,818</b>	<b>766,486</b>	<b>0.23%</b>
Allowance of impairment losses	(81,510)	(82,835)	1,325	(1.60%)
<b>Net</b>	<b>331,009,794</b>	<b>330,241,983</b>	<b>767,811</b>	<b>0.23%</b>

## Export Bills and Others Receivable Net

Export bills and other bills in 2023 reached IDR53.90 trillion, an increase of 37.96% compared to 2022 of IDR39.06 trillion. The increase in export bills and other receivables was in line with the recovery of activities related to export-import and other trade finance transactions after previously experiencing a slowdown due to the impact of Covid-19.

### Security Purchased Under Agreement to Resell

Securities purchased with promises to resell in 2023 reached IDR33.59 trillion, a decrease of 34.15% yoy compared to 2022 which reached IDR51.01 trillion. The reduction in securities purchased with an agreement to resell is the Company's strategy to diversify income and optimize interest income by diverting it to other productive assets, especially loans provided.

### Derivative Receivables

Derivative receivables in 2023 reached IDR911.68 billion, relatively flat, grew slightly by 0.03% yoy compared to 2022 which reached IDR911.40 billion or an increase of IDR278.20 billion due to IRS transactions. Derivative transactions are carried out for hedging purposes and also to manage the Bank's liquidity. Derivative receivables are recognized because there is an increase in the fair value of the derivative at the reporting date compared to the contract value.

### Loans and Financing Provided

Credit and financing provided by BRI on a consolidated basis in 2023 reached IDR1,226.43 trillion, an increase of 11.18% yoy compared to 2022 which reached IDR1,139.08 trillion. This increase in credit was mainly driven by BRI Only credit which grew by 11.29% yoy or IDR116.29 trillion, which was mainly contributed by the micro segment which grew very well by 10.44% yoy or IDR46.93 trillion. From the subsidiary side, it also contributed positively with the highest nominal growth in order contributed by Pegadaian at 14.43% yoy or IDR8.52 trillion, PNM at 10.58% yoy or IDR4.51 trillion, and BRI Finance at 17.98% or IDR1.21 trillion.

By segmentation, the micro and ultra micro segments grew by 10.88% yoy or IDR60.00 trillion with a composition of 48.26% of total loans. This growth is in line with the Company's strategy to continue to grow in the MSME segment, especially the micro and ultra micro segments.

Table of Consolidated Total Loans and Financing

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Disbursed Loans	1,197,752,706	1,079,274,819	118,477,887	10.98%
Sharia Loans	13,668,220	10,514,329	3,153,891	30.00%
Financing Lease Receivables	55,008,321	49,287,917	5,720,404	11.61%
<b>Total Loans and Financing Provided (Gross)</b>	<b>1,266,429,247</b>	<b>1,139,077,065</b>	<b>127,352,182</b>	<b>11.18%</b>
Minus reserves	(85,501,888)	(93,087,981)	(7,586,093)	(8.15%)
<b>Net</b>	<b>1,180,927,359</b>	<b>1,045,989,084</b>	<b>134,938,275</b>	<b>12.90%</b>

### Acceptance Receivable

The acceptance bill in 2023 reached IDR10.22 trillion, a significant increase of 42.55% compared to 2022 which reached IDR7.17 trillion. The increase in acceptance bills is in line with the recovery of activities related to imports and exports and other trade finance transactions after previously experiencing a slowdown due to the impact of Covid-19.

### Share Participation

Share participation in 2023 reached IDR7.31 trillion, an increase of 12.17% yoy compared to 2022 which reached IDR6.52 trillion. The dominant factor in the increase came from the equity method's recognition of profits from associated entities in accordance with the percentage of BRI ownership, namely PT Bank Syariah Indonesia and PT Bahana Artha Ventura.

### Fixed Assets

Fixed assets in 2023 reached IDR81.46 trillion, an increase of 10.16% yoy compared to 2022 which reached IDR73.95 trillion. This increase was mainly due to additional buildings amounting to IDR1.93 trillion, as well as additional computer hardware and software amounting to IDR3.75 trillion.

### Deffered Tax Assets – Net

Deferred tax assets - net in 2023 reached IDR15.61 trillion, a decrease of 16.61% yoy compared to 2022 which reached IDR18.71 trillion. This decrease was driven by the Reserve for Productive Asset Losses (CKPN) post which decreased by IDR3.00 trillion, this is in line with the increase in reserves carried out by the Company in order to mitigate risks for possible worsening of the risks of the productive assets owned.



## Other Assets – Net

Other assets - net in 2023 reached IDR53.38 trillion, an increase of 25.97% yoy compared to 2022 which reached IDR42.37 trillion. Of the total increase in other assets of 25.97%, it was caused by an increase in prepaid costs of IDR5 trillion, mainly from Kupedes and KUR credit insurance premiums and the existence of Bank Indonesia's Term Deposit for Foreign Exchange Export Proceeds (TD Currency DHE) product which increased by IDR5.8 trillion which will be launched in 2023.

## Liabilities

Liabilities in 2023 reached IDR1,648.54 trillion, an increase of 5.52% yoy compared to 2022 which reached IDR1,562.24 trillion. This increase was mainly contributed by customer deposits which increased by 3.86% yoy or an increase of IDR50.44 trillion. Customer deposits had the largest contribution to total liabilities recorded at 82.40%.

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Liabilities Due Immediately	30,651,807	24,910,579	5,741,228	23.05%
Deposits from Customers				
Demand Deposits	346,124,372	349,755,590	(3,631,218)	(1.04%)
Saving Deposits	527,945,550	522,647,920	5,297,630	1.01%
Time Deposits	484,258,839	435,480,503	48,778,336	11.20%
	1,358,328,761	1,307,884,013	50,444,748	3.86%
Deposits from Other Banks and Financial Institutions	11,958,319	9,334,547	2,623,772	28.11%
Securities Sold Under Agreement to Repurchase	19,079,458	9,997,592	9,081,866	90.84%
Derivative Payables	925,210	783,921	141,289	18.02%
Acceptances Payable	10,217,408	7,167,600	3,049,808	42.55%
Taxes Payable	2,546,839	3,053,782	(506,943)	(16.60%)
Marketable Securities Issued	49,637,581	63,611,761	(13,974,180)	(21.97%)
Fund Borrowings	98,850,813	79,371,200	19,479,613	24.54%
Estimated Losses on Commitments and Contingencies	6,117,768	6,458,343	(340,575)	(5.27%)
Liabilities for Employee Benefits	23,059,624	21,296,487	1,763,137	8.28%
Other Liabilities	36,664,617	27,871,880	8,792,737	31.55%
Subordinated Loans and Marketable Securities	496,683	501,988	(5,305)	(1.06%)
<b>TOTAL LIABILITIES</b>	<b>1,648,534,888</b>	<b>1,562,243,693</b>	<b>86,291,195</b>	<b>5.52%</b>

## Liabilities Due Immediately

Liabilities due immediately include, among other things, advanced payment deposits, dividend deposits, BRI's obligations as the issuing bank for ATM cards and credit cards. money transfers, check deposit funds, deposit deposits, clearing transactions, tax deposits received by BRI, and social assistance shelters. Immediate liabilities in 2023 reached IDR30.65 trillion,

an increase of 23.05% yoy compared to 2022 which reached IDR24.91 trillion. The largest increase was contributed by the provision for interim dividend payments which was recorded at IDR12.70 trillion. This is in line with the announcement of interim dividend payments made by BRI at the end of December 2023, which will be paid in January 2024.

## Deposits From Customers

Customer deposits in 2023 reached IDR1,358.33 trillion, an increase of 3.86% yoy compared to 2022 which reached IDR1,307.88 trillion. The highest savings growth was driven by deposits of 11.20% yoy, savings of 1.01% yoy and current accounts recorded a decline of 1.04%. The flat deposits were due to the high base effect in 2022 where at the end of 2022 there is government compensation funds for the oil and gas sector

which is included in current account products amounting to IDR46 trillion. If performance in 2022 is normalized then current account growth will be recorded at 13.95% yoy and total savings amounting to 7.64% yoy. The company is able to maintain a CASA ratio above 60% or 64.35% to be precise and will continue to improve in the future in line with the strategy to focus on obtaining CASA through transactions.

Table of Deposits from Customers

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Demand Deposits	346,124,372	349,755,590	(3,631,218)	(1.04%)
Saving Deposits	527,945,550	522,647,920	5,297,630	1.01%
Time Deposits	484,258,839	435,480,503	48,778,336	11.20%
<b>Total Deposits from Customers Customers</b>	<b>1,358,328,761</b>	<b>1,307,884,013</b>	<b>50,444,748</b>	<b>3.86%</b>

## Deposits From Other Banks and Financial Institutions

Deposits from other banks and other financial institutions in 2023 reached IDR11.96 trillion, an increase of 28.11% compared to 2022 which reached IDR9.33 trillion. This increase is part of the Company's strategy to optimize liquidity acquisition as well as efforts to diversify funding other than third party funds.

## Securities Sold Under Agreement to Repurchase

Securities Sold Under Agreement to repurchase in 2023 reached IDR19.08 trillion, an increase of 90.84% yoy compared to 2022 which reached IDR9.99 trillion. This increase is part of the Company's strategy to fulfill liquidity, especially in the short term of less than 1 year, amidst slightly tightening liquidity conditions, especially third party funds.

## Derivative Payable

Derivative Payables in 2023 reached IDR925.21 billion, an increase of 18.02% yoy compared to 2022 which reached IDR783.92 billion. The largest increase occurred in foreign currency swap transaction posts which grew by IDR284.93 billion. This increase is the Company's treasury strategy amidst the trend of fluctuating interest rate movements.

## Acceptance Payable

Acceptance Payable in 2023 reached IDR10.22 trillion, an increase of 42.55% yoy compared to 2022 which reached IDR7.17 trillion. This increase was due to an increase in several acceptances at the end of the year provided with financing in the form of bank guarantees and/or money orders recorded in the commitment and contingency post. This is known as the Government at the end of 2023 increased APBN spending in order to maintain economic growth at a sustainable level.

## Tax Payable

Tax Payable in 2023 will reached IDR2.55 trillion, a decrease of 16.60% yoy compared to 2022 which reached IDR3.05 trillion. This decrease was caused by a decrease in PPh Article 29 tax debt which fell by 96.94% yoy. The decrease in PPh Article 29 was caused by a decrease in fiscal corrections which was influenced by the formation of CKPN loans which decreased compared to the previous year.



## Table of Tax Payable

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>BRI (Parent company)</b>				
Income Tax				
Article 25	1,461,224	1,135,923	325,301	28.64%
Article 29	20,725	678,296	(657,571)	(96.94%)
	1,481,949	1,814,219	(332,270)	(18.31%)
<b>Subsidiary</b>				
Income Tax	959,642	1,148,050	(188,408)	(16.41%)
Value-added tax	105,248	91,513	13,735	15.01%
	1,064,890	1,239,563	(174,673)	(14.09%)
<b>Total</b>	<b>2,546,839</b>	<b>3,053,782</b>	<b>(506,943)</b>	<b>(16.60%)</b>

## Marketable Securities Issued

Marketable Securities Issued in 2023 reached IDR49.64 trillion, a decrease of 21.97% yoy compared to 2022 which reached IDR63.61 trillion. In denomination, this decline was driven by rupiah securities which fell 12.74% yoy or down IDR6.12 trillion and foreign currencies which fell 48.77% yoy or down IDR7.58 trillion. This decline was contributed by several types of securities as follows:

1. BRI Global Bond IDR7.8 trillion matures in July 2023.
2. BRI Green Bond Series A IDR2.5 trillion matures in July 2023.
3. PNM bond III Phase III 2020 Series A IDR55 billion matures in April 2023.
4. PNM bond IV Phase II 2020 Series A IDR2.4 trillion matures in May 2023.
5. PNM Sukuk Mudharabah V Series B IDR276 billion.
6. Pegadaian Bond III 2018 Series C IDR2 trillion matures in March 2023

## Fund Borrowings

Fund Borrowings in 2023 reached IDR98.85 trillion, an increase of 24.54% yoy compared to 2022 which reached IDR79.37 trillion. This increase was mainly contributed by banking acceptances and

bilateral loans as a strategy to balance liquidity needs with daily loan to deposit ratio conditions so that liquidity needs could be met properly and appropriately allocated.

## Estimated Losses On Commitments and Contingencies

Estimated Losses on Commitments and Contingencies in 2023 reached IDR6.12 trillion, decrease 5.27% yoy compared to 2022 which reached IDR6.46 trillion. This decrease was in line with the decrease in exposure to contingent commitment liabilities such as bank guarantees and letters of credit from debtors, especially those engaged in the construction sector.

## Liabilitas Imbalan Kerja

Liabilities for Employee Benefits in 2023 reached IDR23.06 trillion, an increase of 8.28% yoy compared to 2022 which reached IDR21.30 trillion. This increase was contributed by an increase in reserves for employee benefit programs for several programs and has been adjusted by actuaries to see movements in forming assumptions such as discount factors, wage increase assumptions, average age of workers and other related assumptions.

## Table of Liabilities for Employee Benefits

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Provision for long-term employee benefit program	13,111,142	10,898,392	2,212,750	20.30%



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Provision for Bonuses and Incentives	8,496,353	8,936,362	(440,009)	(4.92%)
Provision for Religious Holidays Allowance	1,207,929	834,878	373,051	44.68%
Provision for Contract Worker	244,200	626,855	(382,655)	(61.04%)
<b>Total</b>	<b>23,059,624</b>	<b>21,296,487</b>	<b>1,763,137</b>	<b>8.28%</b>

### Other Liabilities

Other liabilities in 2023 reached IDR36.55 trillion, an increase of 31.55% yoy compared to 2022 which reached IDR27.87 trillion. The increase was contributed by Bank Indonesia's Term Deposit Foreign Exchange Proceeds from Export (TD DHE) product which was just launched in 2023.

### Subordinated Loans and Marketable Securities

Subordinated Loans and Marketable Securities in 2023 reached IDR496.68 billion, relatively flat, decrease 1.06% yoy compared to 2022 which reached IDR501.99 billion. This is due to differences in the recognition of the loan acquisition value, where there is a loan maturity in 2023 amounting to IDR500 billion and then in the same year a subordinated bond loan IV was issued in 2023 amounting to IDR495 billion.

### Equity

Equity in 2023 reached IDR316.47 trillion, an increase of 4.31% yoy or IDR13.08 trillion compared to 2022 which reached IDR303.40 trillion. The increase came from income for the year which rose by 17.54% or IDR9.02 trillion, apart from that the increase was also contributed by others comprehensive income, securities which recorded an improvement of IDR2.24 trillion or

an improvement of 50.24% yoy, this improvement in line with economic conditions, especially the rate environment, which is starting to slope, which then pushes yields towards a relatively stable direction and even experiences a slight decline compared to mid-2021-2022.

### Table of Equity

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>EQUITY</b>				
Capital stock	7,577,950	7,577,950	-	0.00%
Additional paid-in-capital	75,853,127	75,637,083	216,044	0.29%
Revaluation surplus arising from premises and equipment - net of tax	20,216,505	20,267,952	(51,447)	(0.25%)
Differences arising from the translation of foreign currency financial statements	(253,744)	(127,954)	(125,790)	98.31%
Unrealized gain (loss) on fair value through other comprehensive income securities - net of deferred tax	(2,221,745)	(4,464,483)	2,242,738	(50.24%)
Allowance for impairment losses on fair value through other comprehensive income securities	128,230	139,978	(11,748)	(8.39%)
Gain/(loss) on remeasurement of defined benefit plan - net of deferred tax	(2,134,699)	(689,473)	(1,445,226)	209.61%
Treasury Stock	(3,614,321)	(2,202,178)	(1,412,143)	64.12%



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Stock Option	54,769	16,356	38,413	234.86%
Provision for bonus shares compensation	287,482	210,266	77,216	36.72%
Impact of transaction with non-controlling interest	1,758,580	1,758,580	-	0.00%
Retained earnings				
Appropriated	3,022,685	3,022,685	-	0.00%
Unappropriated	210,688,737	198,147,249	12,541,488	6.33%
Total Retained Earnings	213,711,422	201,169,934	12,541,488	6.23%
Total Equity Attributable to Equity Holders of the Parent Entity	311,363,556	299,294,011	12,069,545	4.03%
Non-controlling Interest	5,108,586	4,101,306	1,007,280	24.56%
<b>TOTAL EQUITY</b>	<b>316,472,142</b>	<b>303,395,317</b>	<b>13,076,825</b>	<b>4.31%</b>

### Capital Stock

Capital stock in 2023 reached IDR7.58 trillion, compared to 2022, there is no change because throughout 2023 there were no corporate action related to the issuance of new shares.

### Unrealized Gain (Loss) On Fair Value Through Other Comprehensive Income Securities - Net of Deferred Tax

Unrealized gain (loss) on fair value other comprehensive income securities - net of deferred tax through 2023 was recorded at minus IDR2.2 trillion, an increase of 50.24% yoy compared to 2022 which was recorded at minus IDR4.46 trillion. This improvement is in line with economic conditions, especially the rate environment, which is starting to slope, which then pushes yields towards a relatively stable direction and even experiences a slight decline compared to mid-2021-2022.

### Treasury Stock

Recoverable share capital (Treasury Stock) in 2023 reached IDR3.61 trillion, an increase of 64.12% yoy compared to 2022 which reached IDR2.20 trillion. This increase is in line with the share buyback carried out by the Company in 2023.

### Non-Controlling Interest

Non-controlling Interest in 2023 reached IDR5.11 trillion, or an increase of 24.56% compared to 2022 which reached IDR4.10 trillion. This increase was in line with the increase in subsidiary profit contribution of 39.65% yoy or an increase of IDR2.08 trillion. This increase also increases the contribution of subsidiary profit to consolidated profit to 12.09% or an increase of 1.91% yoy compared to December 2022 of 10.18%.

## Consolidated Statement of Profit or Loss and Other Comprehensive Income

Tabel Consolidated Statement of Profit or Loss and Other Comprehensive Income

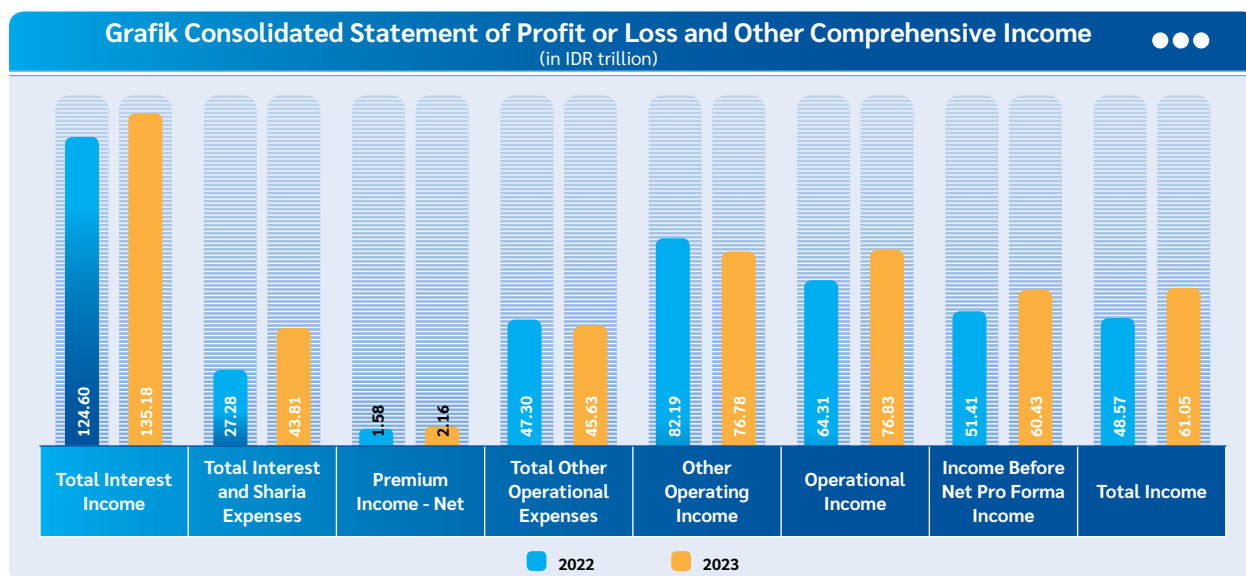
(in IDR trillion)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>INCOME AND EXPENSES FROM OPERATIONS</b>				
Interest and Sharia Income				
Interest income	166,052,387	141,756,773	24,295,614	17.14%

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Sharia income	12,943,607	10,118,043	2,825,564	27.93%
Total Interest and Sharia Income	178,995,994	151,874,816	27,121,178	17.86%
Interest and Sharia expenses				
Interest expenses	(42,658,864)	(26,269,701)	(16,389,163)	62.39%
Sharia expenses	(1,153,643)	(1,008,042)	(145,601)	14.44%
Total Interest and Sharia expenses	(43,812,507)	(27,277,743)	(16,534,764)	60.62%
Interest and Sharia income - net	135,183,487	124,597,073	10,586,414	8.50%
Premium income	9,078,853	8,936,995	141,858	1.59%
Claim expense	(6,917,461)	(7,359,672)	442,211	(6.01%)
Premium income - net	2,161,392	1,577,323	584,069	37.03%
Gold Sales Revenue	7,982,888	8,175,106	(192,218)	(2.35%)
Cost of Gold Sold	(7,663,244)	(7,875,955)	212,711	(2.70%)
Gold Sales Revenue - Net	319,644	299,151	20,493	6.85%
Gold Sales Revenue-Net				
Other fees and commissions	20,737,913	18,794,964	1,942,949	10.34%
Recovery of written-off assets	16,833,578	12,468,321	4,365,257	35.01%
Gain on sale of securities - net	1,898,653	1,518,191	380,462	25.06%
Gain on foreign exchange - net	402,526	1,132,079	(729,553)	(64.44%)
Unrealized gain on changes in fair value of securities	214,435	145,520	68,915	47.35%
Others	5,538,680	5,068,619	470,061	9.27%
Total other operating income	45,625,785	39,127,694	6,489,091	16.61%
Provision for allowance for impairment losses on financial assets - net	(29,523,426)	(27,384,906)	(2,138,520)	7.81%
Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net	341,994	543,145	(201,151)	(37.03%)
Provision for allowance for impairment losses non-financial assets - net	(497,848)	(137,431)	(360,417)	262.25%
Other operating expenses				
Salaries and employee benefits	(37,850,275)	(39,390,133)	1,539,858	(3.91%)
General and administrative	(28,484,209)	(25,958,686)	(2,525,523)	9.73%
Others	(10,447,807)	(8,967,193)	(1,480,614)	16.51%
Total other operating expenses	(76,782,291)	(74,316,012)	2,466,279	3.32%
<b>OPERATING INCOME</b>	<b>76,828,737</b>	<b>64,306,037</b>	<b>12,522,700</b>	<b>19.47%</b>
NON OPERATING (EXPENSES) INCOME - NET	(399,025)	290,664	(689,689)	(237.28%)



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
<b>INCOME BEFORE TAX EXPENSE</b>	<b>76,429,712</b>	<b>64,596,701</b>	<b>11,833,011</b>	<b>18.32%</b>
<b>TAX EXPENSE</b>	<b>(16,004,664)</b>	<b>(13,188,494)</b>	<b>(2,816,170)</b>	<b>21.35%</b>
<b>NET INCOME</b>	<b>60,425,048</b>	<b>51,408,207</b>	<b>9,016,841</b>	<b>17.54%</b>
Items not to be reclassified to profit or loss				
Remeasurement of liabilities for employee benefits	(1,787,840)	902,754	(2,690,594)	(298.04%)
Income taxes related to items not to be reclassified to profit or loss	348,975	(176,671)	525,646	(297.53%)
Revaluation surplus arising from premises and equipment	(82,365)	3,297,304	(3,379,669)	(102.50%)
Items to be reclassified to profit or loss				
Differences arising from the Translation of foreign currency financial statements	(125,790)	(11,979)	(113,811)	950.09%
Unrealized gain (loss) on Fair value through other Comprehensive Income Securities	1,782,067	(7,946,514)	9,728,581	(122.43%)
Allowance for impairment losses on fair value through other comprehensive income securities	(9,105)	(413,197)	404,092	(97.80%)
Income taxes related to items to be reclassified to profit or loss	502,669	1,509,279	(1,006,610)	(66.69%)
<b>Other comprehensive income for the year - after tax</b>	<b>628,611</b>	<b>(2,839,024)</b>	<b>3,467,635</b>	<b>(122.14%)</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>12,484,476</b>	<b>25.70%</b>
<b>INCOME FOR THE YEAR ATTRIBUTABLE TO:</b>				
Equity holders of the parent entity	60,099,863	51,170,312	8,929,551	17.45%
Non-controlling Interest	325,185	237,895	87,290	36.69%
<b>TOTAL</b>	<b>60,425,048</b>	<b>51,408,207</b>	<b>9,016,841</b>	<b>17.54%</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:</b>				
Equity holders of the parent entity	60,708,390	48,333,349	12,375,041	25.60%
Non-controlling Interest	345,269	235,834	109,435	46.40%
<b>TOTAL</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>12,484,476</b>	<b>25.70%</b>
<b>EARNINGS PER SHARE ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT ENTITY (full Rupiah)</b>				
Basic	398	338	60	17.75%
Diluted	398	338	60	17.81%



### Interest and Sharia Income

Interest and sharia income in 2023 reached IDR178.99 trillion, an increase of 17.86% yoy or an increase of IDR27.12 trillion compared to 2022 which reached IDR151.87 trillion. The composition of interest income from loans and financing receivables (including sharia) dominates at 88.96% of total interest income, able to increase by 27 bps compared to the composition in 2022 of at 88.69%. The increase in composition in 2023 was contributed by all types of interest income, where micro rose 14.56% yoy, retail rose 6.89% yoy, corporate rose 89.12%, murabahah rose 17.28% and murabahah rose 31.03%.

The ultra micro and micro business segments, both on a conventional and sharia basis, were the largest contributor to interest income growth with growth of 14.17% yoy. This is in line with the very good credit growth of the micro segment, from the subsidiary side, Pegadaian was recorded was able to grow by 11.41% yoy or an increase of IDR1.52 trillion and PNM grew by 16.69% yoy or an increase of IDR2.08 trillion. This increase pushed their interest income contribution to 9.33% and 9.11% of the consolidated total, respectively.

### Interest and Sharia Expenses

Interest and sharia expenses in 2023 reached IDR43.81 trillion, or recorded an increase of 60.62% yoy compared to 2022 which reached IDR27.28 trillion. This increase was driven by all interest expense items, both deposits and non-deposits, where deposit interest expense increased by IDR13.45 trillion or up 85.65% and non-deposit interest expense increased by IDR2.94 trillion or up 27.82% yoy. This is also reflected in the Company's cost of funds ratio being 3.00% (consolidated) and 2.91% (bank only), this increase is in line with the global trend of increasing interest rates and also has an impact domestically.

### Interest and Sharia Income - Net

Interest and sharia income - net in 2023 reached IDR135.18 trillion, an increase of 8.50% compared to 2022 which reached IDR124.60 trillion. This increase was contributed to by the Company's ability to increase interest income which rose 17.86% yoy through good growth in productive assets, especially credit, which was able to eliminate the impact of a fairly high increase in interest expenses of 60.62% so that in net terms the Company was able to record good growth.

**Table of Interest and Sharia Income - Net**

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest and Sharia Income	178,995,994	151,874,816	27,121,178	17.86%
Interest and Sharia Expenses	(43,812,507)	(27,277,743)	(16,534,764)	60.62%
<b>Interest and Sharia Income- Net</b>	<b>135,183,487</b>	<b>124,597,073</b>	<b>10,586,414</b>	<b>8.50%</b>



## Premium Income - Net

Premium income - net in 2023 reached IDR2.16 trillion, an increase of 37.03% yoy compared to 2022 which reached IDR1.58 trillion. This increase was contributed by the performance of the

Company's subsidiaries operating in the insurance sector, namely BRI Life and BRI Insurance.

Table of Premium Income - Net

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Premium income	9,078,853	8,936,995	141,858	1.59%
Claim expense	(6,917,461)	(7,359,672)	442,211	(6.01%)
<b>Premium income - net</b>	<b>2,161,392</b>	<b>1,577,323</b>	<b>584,069</b>	<b>37.03%</b>

## Other Operating Income

Other operating income in 2023 reached IDR45.63 trillion, an increase of 16.61% yoy compared to 2022 which reached IDR39.13 trillion. This increase was contributed by:

- Other fees and commissions (fee based income) rose by 10.34% yoy or IDR1.94 trillion, driven mainly by trade finance services, up 29.39% yoy or IDR535 billion, credit services which rose 21.25% yoy or up IDR407.7 billion and services from e-channel and e-banking transactions rose 4.60% yoy or IDR340 billion.

- The recovery of assets that had been written off (recovery income) rose 35.01% yoy or IDR4.37 trillion driven by an increase in recovery in the micro segment which rose by 45.67% yoy or increased by IDR2.74 trillion and was followed by an increase in the small segment amounting to 28.84% yoy or an increase of IDR1.39 trillion.

Table of Other Operating Income

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Other fees and commissions	20,737,913	18,794,964	1,942,949	10.34%
Recovery of assets written-off	16,833,578	12,468,321	4,365,257	35.01%
Gain on sale of securities - net	1,898,653	1,518,191	380,462	25.06%
Gain on foreign exchange - net	402,526	1,132,079	(729,553)	-64.44%
Unrealized gain on changes in fair value of securities	214,435	145,520	68,915	47.36%
Others	5,538,680	5,068,619	470,061	9.27%
<b>Total other operating income</b>	<b>45,625,785</b>	<b>39,127,694</b>	<b>6,498,091</b>	<b>16.61%</b>

### Provision for Allowance for Impairment Losses On Financial Assets - Net

Provision for impairment losses on financial assets - net in 2023 reached IDR29.52 trillion, or recorded an increase of 7.81% yoy or IDR2.1 trillion compared to 2022 which reached IDR27.38 trillion. Historically, since 2015-2019 before the pandemic, the Company's loan loss reserve ratio has been on average at 4.4%, while during the pandemic and pre-pandemic in 2022-2023 it was at the level of 6-7% so it can be said that the increase in allowance costs is The Company's anticipatory form in accelerating the settlement of Covid-19 restructuring credit. In the future, after all credit affected by Covid-19 has been resolved properly, we project that this provision fee will continue to show improvement.

### Reversal of (Provision For) Allowance for Estimated Losses On Commitments and Contingencies - Net

Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net in 2023 was recorded as a reversal of IDR341.99 billion, recorded as a decrease of 37.03% yoy compared to 2022 which reached IDR543.14 billion. This decrease is in line with changes in the size of cash loan reserves for several corporate debtors, thus also affecting the size of reserves for contingent commitment assets held such as bank guarantees and letters of credit.

### Provision for Allowance for Impairment Losses Non-Financial Assets - Net

Provision for impairment losses on non-financial assets in 2023 reached IDR497.85 billion, an increase of 262.25% yoy compared to 2022 which reached IDR137.43 billion. This increase was contributed by the formation of a reserve for other receivables owned by the Company's subsidiaries from a third party. The reserve was formed by taking into account the age of the receivables and cash flow from the third party.

### Other Operating Expenses

Other operational expenses (operating expenses - opex) in 2023 reached IDR76.78 trillion, a limited increase of 3.32% yoy compared to 2022 which reached IDR74.32 trillion. With this limited growth, it shows further improvement in terms of cost to assets which became 3.1% compared to the previous year of 3.23%. Other efficiency ratios also show good development. Bank only and consolidated CIR were recorded at 37.7% each and 41.9% better than the previous period. The Company's success in maintaining the growth of operating expenses cannot be separated from the Company's optimization in the use of digitalization, one of which is efficiency in the micro segment which is becoming more efficient by optimizing the use of BRISPOT.

Table of Other Operating Expense

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Salaries and employee benefits	(37,850,275)	(39,390,133)	1,539,858	(3.91%)
General and administrative	(28,484,209)	(25,958,686)	(2,525,523)	9.73%
Others	(10,447,807)	(8,967,193)	(1,480,614)	16.51%
<b>Total Other Operating Expense</b>	<b>(76,782,291)</b>	<b>(74,316,012)</b>	<b>(2,466,279)</b>	<b>3.32%</b>

### Operating Income

Through solid upperline performance demonstrated by positive growth on the NII side, sustainable increases in non-interest operating income and the Company's ability to efficiently operate expenses, pushing operating income in 2023 to reach IDR76.83 trillion, an increase of 19.47% yoy compared to 2022 which reached IDR64.31 trillion.



### Table of Operating Income

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest and Sharia Income - net	135,183,487	124,597,073	10,586,414	8.50%
Premium income - net	2,161,392	1,577,323	584,069	37.03%
Other operating income	45,625,785	39,127,694	6,498,091	16.61%
Provision for allowance for impairment losses on financial assets - net	(29,523,426)	(27,384,906)	(2,138,520)	7.81%
Reversal of (provision for) allowance for estimated losses on commitments and contingencies - net	341,994	543,145	(201,151)	(37.03%)
Provision for allowance for impairment losses on nonfinancial assets - net	(497,848)	(137,431)	(360,417)	262.25%
Other operating expense	(76,782,291)	(74,316,012)	(2,466,279)	3.32%
<b>Operating Income</b>	<b>76,828,737</b>	<b>64,306,037</b>	<b>12,522,700</b>	<b>19.47%</b>

### Non-Operating Income and (Expenses) - Net

Non-operational income and (expenses) - net are items outside the Company's operational performance with a value that is not very material and is not ongoing income. Net non-operating income and (expenses) in 2023 recorded expenses of IDR399.03 trillion or decreased by 237.3% yoy compared to 2022 which reached revenues of IDR290.66 billion.

### Table of Non Operating Income and (Expense) - Net

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Gain/(Loss) on sale of premises and equipments	125,187	242,077	(116,890)	(48.29%)
Rent Income	458	6,759	(6,301)	(93.22%)
Non-PUMK Social and Environmental Responsibility 2Expense Lingkungan Non PUMK	(341,998)	(284,912)	(57,086)	20.04%
Corporate Social Responsibility	(28,914)	(29,084)	170	(0.58%)
Donation	(363)	(28,361)	27,998	(98.72%)
Others - net	(153,395)	384,185	(537,580)	(139.93%)
<b>Total</b>	<b>(399,025)</b>	<b>290,664</b>	<b>(689,689)</b>	<b>(237.28%)</b>

### Income Before Tax Expense

Income before tax expense in 2023 reached IDR74.43 trillion, an increase of 18.32% yoy compared to 2022 which reached IDR64.60 trillion. This increase is in line with the increase in operating income in 2023.



Table of Income Before Tax Expense

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Operating Income	76,828,737	64,306,037	12,522,700	19.47%
Non Operating Income (Expense)- Net	(399,025)	290,664	(689,689)	(237.28%)
<b>Income Before Tax Expense</b>	<b>76,429,712</b>	<b>64,596,701</b>	<b>11,833,011</b>	<b>18.32%</b>

### Tax Expense

The tax expense in 2023 recorded at IDR16.00 trillion, an increase of 21.35% yoy compared to 2022 which reached IDR13.19 trillion, this increase is in line with the growth of the Company's profit before tax, the tax rate in 2022 was recorded at 20.94% on a consolidated basis and 20.75% BRI only.

### Net Income

With the explanation of the Company's performance above, net income in 2023 was achieved at IDR60.43 trillion, an increase of 17.54% yoy compared to 2022 which reached IDR51.41 trillion. The growth in consolidated net profit was driven by the growth of the Company's net income on a bank only basis which was recorded at IDR53.15 trillion or able to grow by 11.13% yoy compared to 2022 of IDR47.83 trillion, as well as the positive contribution of all subsidiaries which resulted in the aggregation of the increase in subsidiaries' profit 39.65% yoy or an increase of IDR2.08 trillion.

Table of Net Income

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Income Before Tax Expense	76,429,712	64,596,701	11,833,011	18.32%
Tax Expense	(16,004,664)	(13,188,494)	(2,816,170)	21.35%
<b>Net Income</b>	<b>60,425,048</b>	<b>51,408,207</b>	<b>9,016,841</b>	<b>17.54%</b>

Income for the year attributable to Equity holders of the parent entity in 2023 reached IDR60.10 trillion, recorded as an increase of 17.45% yoy compared to 2022 which reached IDR51.17 trillion.

Likewise, profit for the year attributable to non-controlling interests in 2023 reached IDR325.2 billion, an increase of 36.69% yoy compared to 2022 which reached IDR237.90 billion.

Table of Attributable Income for the Year

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Equity holders of the parent entity	60,099,863	51,170,312	8,929,551	17.45%
Non-controlling Interest	325,185	237,895	87,290	36.69%
<b>TOTAL</b>	<b>60,425,048</b>	<b>51,408,207</b>	<b>9,016,841</b>	<b>17.54%</b>



## Comprehensive Income For The Year

Other comprehensive income for the year 2023 reached IDR61.05 trillion, an increase of 25.70% yoy compared to 2022 which reached IDR48.57 trillion. This increase was mainly due to an increase in net profit after tax which rose 17.54% yoy or

increased IDR9.02 trillion as well as other comprehensive income posts for securities recorded a gain of IDR1.78 trillion or capable of increasing 122.34% yoy compared to 2022 which recorded a loss of IDR7.95 trillion.

Table of Comprehensive Income for the Year

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Items not to be reclassified to profit or loss				
Remeasurement of liabilities for employee benefits	(1,787,840)	902,754	(2,690,594)	(298.04%)
Income taxes related to items not to be reclassified to profit or loss	348,975	(176,671)	525,646	(297.53%)
Revaluation surplus arising from premises and equipment	(82,365)	3,297,304	(3,379,669)	(102.50%)
Items to be reclassified to profit or loss				
Differences arising from the Translation of foreign currency financial statements	(125,790)	(11,979)	(113,811)	950.09%
Unrealized gain (loss) on Fair value through other Comprehensive Income Securities	1,782,067	(7,946,514)	9,728,581	(122.43%)
Allowance for impairment losses on fair value through other comprehensive income securities	(9,105)	(413,197)	404,092	(97.80%)
Income taxes related to items to be reclassified to profit or loss	502,669	1,509,279	(1,006,610)	(66.69%)
<b>Other comprehensive income for the year - after tax</b>	<b>628,611</b>	<b>(2,839,024)</b>	<b>3,467,635</b>	<b>(122.14%)</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>12,484,476</b>	<b>25.70%</b>

Comprehensive income for the year attributable to the parent entity in 2023 reached IDR60.71 trillion, an increase of 25.60% yoy compared to 2022 which reached IDR48.33 trillion. Likewise with comprehensive income for the year attributable to non-controlling interests in 2023 reached IDR345 billion, an increase of 46.40% compared to 2022 which reached IDR235.83 billion.

Table of Attributable Comprehensive Income for the Year

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Equity holders of the parent entity	60,708,390	48,333,349	12,375,041	25.60%
Non-controlling Interest	345,269	235,834	109,435	46.40%
<b>TOTAL</b>	<b>61,053,659</b>	<b>48,569,183</b>	<b>12,484,476</b>	<b>25.70%</b>

## Earnings Per Share For the Year

Earnings per share for the year in 2023 reached IDR398, an increase of 17.75% yoy compared to 2022 which reached IDR338, this increase is in line with the Company's good performance achievements.

Table of Earnings Per Share

(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Basic	398	338	60	17.75%
Diluted	398	338	60	17.75%

## Statement of Consolidated Cash Flows

Table of Statement of Consolidated Cash Flows

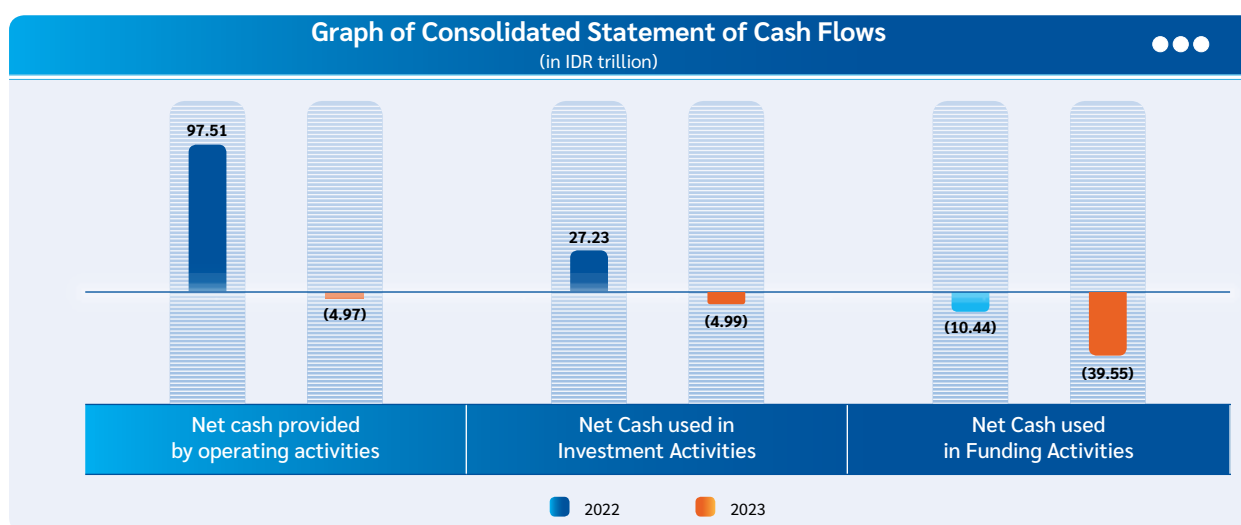
(in IDR million)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(5) = (2)-(3)	(6) = (5)/(3)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Income received				
Interest and investment income	169,068,778	130,501,831	38,566,947	29.55%
Sharia income	12,922,019	10,118,043	2,803,976	27.71%
Premium income	8,996,516	8,936,995	59,521	0.67%
Gold sales revenue	7,982,888	8,175,106	(192,218)	(2.35%)
Expense paid				
Interest expense	(42,461,798)	(25,762,613)	(16,699,185)	64.82%
Sharia expense	(1,161,971)	(1,008,042)	(153,929)	15.27%
Claim expense	(6,549,595)	(7,359,672)	810,077	(11.01%)
Cost of Goods Sold For Gold	(7,663,244)	(7,875,955)	(212,711)	(2.70%)
Recovery of written-off assets	16,833,578	12,468,321	4,365,257	35.01%
Other operating income	29,267,943	27,543,503	1,733,441	6.30%
Other operating expenses	(75,776,851)	(70,993,349)	(4,783,502)	6.74%
Non-operating expense - net	(568,000)	(52,531)	(515,469)	981.27%
Payment of corporate income tax	(14,279,292)	(15,762,408)	1,483,116	(9.41%)
<b>Cash flows before changes in operating assets and liabilities</b>	<b>96,610,971</b>	<b>68,920,228</b>	<b>27,690,743</b>	<b>40.18%</b>
Changes in operating assets and liabilities:				
Decrease (Increase) in operating assets:				
Placement with Bank Indonesia and Other Financial Institutions	(505,646)	(195,110)	(310,536)	(159.16%)
Securities measured at fair value through profit or loss	(1,277,298)	(2,114,619)	837,321	(39.60%)
Export bills and other receivables	(14,828,029)	(9,403,150)	(5,424,879)	57.69%
Securities purchased under agreement to resell	17,419,447	3,900,820	13,518,627	346.56%
Loans	(152,128,249)	(106,917,972)	(45,210,277)	42.29%



Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(5) = (2)-(3)	(6) = (5)/(3)
Sharia loans	(3,335,688)	(1,354,828)	(1,980,860)	146.21%
Finance receivables	(5,720,404)	(9,996,487)	4,276,083	(42.78%)
Other assets	(16,170,249)	(2,941,947)	(13,228,302)	449.64%
Increase (decrease) in operating liabilities:				
Liabilities due immediately	5,741,228	6,175,192	(433,964)	(7.03%)
Deposits::				
Demand Deposits	(3,631,218)	129,165,393	(132,796,611)	(102.81%)
Wadiah Demand Deposits				
Saving Deposits	5,297,630	24,971,180	(19,673,550)	(78.79%)
Wadiah Saving Deposits				
Time Deposits	48,778,336	15,004,224	33,774,112	225.10%
Deposits from Other Banks and other financial institutions	2,623,772	(3,994,882)	6,618,654	(165.68%)
Derivative Payables	-	-	-	-
Securities sold under agreement to repurchase	9,081,866	(19,410,916)	28,492,782	(146.79%)
Others liabilities	7,072,077	5,698,879	1,373,198	24.10%
<b>Net cash provided by/(used in) from operating activities</b>	<b>(4,971,454)</b>	<b>97,506,005</b>	<b>(102,477,459)</b>	<b>(105.10%)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Sales from premises and equipments	168,975	343,195	(174,220)	(50.76%)
Investment in associated entities	36,137	(145,649)	181,786	(124.81%)
Dividend income	75,572	144,069	(68,497)	(47.54%)
Acquisition of premises and equipments	(8,177,296)	(10,538,233)	2,360,937	(22.40%)
Decrease/(increase) in securities measured at fair value through other comprehensive income and amortized cost	2,907,520	37,424,578	(34,517,058)	(92.23%)
<b>Net cash provided by/(used in) financing activities</b>	<b>(4,989,092)</b>	<b>27,227,960</b>	<b>(32,217,052)</b>	<b>(118.32%)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from/(payments of) borrowing	19,360,539	11,068,534	8,292,005	74.92%
Treasury stock	(1,382,284)	(2,187,544)	805,260	(36.81%)
Additional capital		-		
Distribution of dividend income	(43,494,766)	(26,406,603)	(17,088,163)	64.71%
Receipt of subordinated loans	494,142	-	494,142	100.00%
Payment of subordinated loans	(500,000)	-	(500,000)	100.00%
Proceeds from marketable securities issued	14,112,994	21,739,525	(7,626,531)	(35.08%)
Payments of marketable securities due	(28,141,850)	(14,650,023)	(13,491,827)	92.09%
<b>Net cash provided for financing activities</b>	<b>(39,551,225)</b>	<b>(10,436,111)</b>	<b>(29,115,114)</b>	<b>278.98%</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>(49,511,771)</b>	<b>114,297,854</b>	<b>(163,809,625)</b>	<b>(143.32%)</b>
<b>EFFECT OF EXCHANGE RATE CHANGES ON FOREIGN CURRENCIES</b>	<b>(2,663)</b>	<b>(30,287)</b>	<b>27,624</b>	<b>(91.21%)</b>
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>	<b>268,192,168</b>	<b>153,924,601</b>	<b>114,267,567</b>	<b>74.24%</b>
<b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>218,677,734</b>	<b>268,192,168</b>	<b>(49,514,434)</b>	<b>(18.46%)</b>
Cash and cash equivalents at the end of the period consist of:				
Cash	31,603,784	27,407,478	4,196,306	15.31%
Current accounts with Bank Indonesia	101,909,121	150,935,150	(49,026,029)	(32.48%)

Description	2023	2022	Growth	
			IDR	%
(1)	(2)	(3)	(5) = (2)-(3)	(6) = (5)/(3)
Demand Deposits with Other Banks	22,331,919	21,488,434	843,485	3.93%
Placement with Bank Indonesia and other financial institutions - maturing within three months or less since the acquisition date	62,678,940	68,361,106	(5,682,166)	(8.31%)
Certificate of Bank Indonesia - maturity period of three months or less from the date of acquisition	153,970	-	153,970	100.00%
<b>Total Cash and Cash Equivalent</b>	<b>218,677,734</b>	<b>268,192,168</b>	<b>(49,514,436)</b>	<b>(18.46%)</b>



### Cash Flows from Operating Activities

Cash flow from operating activities reflects the sources and uses of cash from the Company's main operational activities. By the end of 2023, net cash used for operating activities reached (IDR4.97) trillion, a decrease of (IDR102.48) trillion compared to 2022, It recorded that cash flow obtained for operating activities reached IDR97.51 trillion. This decrease was contributed by an increase in loans distribution. In terms of cash flow, there was an increase in credit distribution of 42.29% yoy or an increase in cash outflow of IDR45.21 trillion.

### Cash Flow from Investing Activities

Cash flow from investing activities reflects the sources and uses of cash from the Company's investment-related activities. As of the end of 2023, net cash used for investment activities was recorded at -IDR4.99 trillion, a decrease of 118.32% yoy compared to 2022 which recorded net cash obtained from investment activities of IDR27.23 trillion. This decrease in investment cash flow is used by

the Company to support main business activities, especially credit and financing, the biggest source of optimization comes from securities. Even though it has decreased, the Company's liquidity ratio is recorded as very good and above the regulations set by the regulator.

### Cash Flow from Financing Activities

Cash flow from financing activities reflects the sources and uses of cash from funding-related activities both in terms of liability liquidity and capital. By the end of 2023, net cash used for funding activities reached (IDR39.55) trillion, an increase of 278.98% yoy compared to 2022 which was IDR10.44 trillion. This negative cash position from funding activities cannot be separated from the increase in deduction factors originating from several activities, including the distribution of profits for dividends amounting to IDR43.49 trillion, an increase of 64.18% or IDR17.09 trillion in line with the increase in the amount of dividends following the increase in the Company's net income.



## Ability to Pay Debt and Receivable Collectibility

### Ability to Pay Debt

The ability to pay debt is reflected in the Bank's liquidity and solvency. With regard to bonds issued, the ability to pay debts is reflected in the smooth payment of interest and the ranking of bonds.

The Company has a policy regarding the fulfillment of creditor rights stated in each Loan Agreement between BRI and debtors. The agreement includes the rights and obligations of both parties, such as transparency of financial reports to creditors.

### The Ability to Pay Short-Term Debt (Bank Liquidity)

The liquidity ratio is a comparison between loans and deposits (Loan to Deposit Ratio or LDR). BRI's LDR ratio in December 2023 was 84.73% (bank only), an increase compared to the LDR in 2022 which was 79.17% (bank only), indicating that banking liquidity conditions were tightening in line with Indonesia's economic growth amidst the global economic slowdown. This is in line with banking liquidity conditions which are starting to tighten in line with the recovery and improvement of the Indonesian economy. Apart from that, the trend of BRI's LDR increasing is also due to BRI's contribution in growing loans above the growth of the industry.

In accordance with Bank Indonesia Regulation (PBI) Number 20/4/PBI/2018 dated April 3, 2018, banks must maintain a RIM ratio of 84% to 94%. In the RIM calculation, securities issued and administered by the Indonesian Securities Center Custodian (KSEI) and not owned by the bank are taken into account for at least 2 (two) months before the report date and corporate bonds held. The RIM calculation is also refined with PBI number 21/12/PBI/2019 effective on December 2, 2019 by taking into account offshore loans as a funding component. BRI's RIM ratio in 2023 showed 91.36% (bank only), an increase compared to 2022 which

was 83.23% (bank only). The increase in BRI's RIM ratio in 2023 was influenced by a higher increase in assets, while there was a decrease in TPF.

In order to increase short-term liquidity resilience, BRI manages the Liquidity Coverage Ratio (LCR), which is the ratio between High Quality Liquid Assets (HQLA) and total net cash outflow for the next 30 (thirty) days under conditions crisis. In 2023, BRI's LCR could be maintained at 161.64% (bank only). By achieving this LCR, BRI can be successful in maintaining its liquidity adequacy ratio well above the minimum limit of 100%. Meanwhile, in order to maintain long-term liquidity resilience, BRI measures the Net Stable Funding Ratio (NSFR), which is a comparison between available stable funding and required stable funding. In 2023 BRI's NSFR was at 135.17%, with this achievement BRI has succeeded in maintaining long-term stable funding adequacy above 100%.

### The Ability to Pay Long-Term Debt (Bank Solvability)

The capital adequacy ratio (CAR) reflects the Bank's ability to mitigate risks that may occur in carrying out its business processes. In 2023, BRI's CAR recorded at 25,23% (bank only) and 27,27% (consolidated). The CAR ratio is above BRI's minimum capital requirement according to BRI's Risk Profile which refers to the risk profile scorecard assessment, namely 9.46%. With a capital adequacy ratio that is high, BRI is able to anticipate all the main risks that occur in bank management, including market risk, credit risk and operational risk.

### Ability to Pay Debt from Issued Securities

The ability to pay debts can also be reflected based on the rating of the securities issued by the Bank, namely Bonds. Securities issued are routinely assessed by rating agencies to support the suitability of securities. The quality of securities is largely determined by the ability of the issuing company to pay its securities at maturity and the ability to pay interest or coupons during the period of issuance of the securities.

Table of Ability to Pay Debt from Issued Securities

(in IDR million)

Description	Rank	
	2023	2022
BRI Sustainable Bonds II Phase I Year 2016 E Series	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo
BRI Sustainable Bonds II Phase II Year 2017 D Series	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo
BRI Sustainable Bonds II Phase III Year 2017 C Series	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo
BRI Sustainable Bonds II Phase IV Year 2018 B Series	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo
BRI Sustainable Bonds III Phase I Year 2019 C Series	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo

Description	Rank	
	2023	2022
Unsecured Notes due 2024	BBB- by Fitch and Baa2 by Moody's	BBB- by Fitch and Baa2 by Moody's
Bank BRI Sustainable Bonds I Phase I Year 2022 Series B	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo
Bank BRI Sustainable Bonds I Phase I Year 2022 Series A	<sup>id</sup> AAA by Pefindo	<sup>id</sup> AAA by Pefindo
BRI IV Subordinated Bonds 2023	<sup>iiid</sup> AA by Pefindo	-
Bank BRI Sustainable Bonds I Phase II Year 2023 Series A	<sup>id</sup> AAA by Pefindo	-
Bank BRI Sustainable Bonds I Phase II Year 2023 Series B	<sup>id</sup> AAA by Pefindo	-
Bank BRI Sustainable Bonds I Phase II Year 2023 Series C	<sup>id</sup> AAA by Pefindo	-

#### Table of Ranking Meaning

Rating Agency	Rating	Meaning of Rating
Pefindo	<sup>id</sup> AAA	Bonds rated <sup>id</sup> AAA have the highest rating given by Pefindo. The obligor's ability to meet its long-term financial commitments on these debt securities, relative to other Indonesian obligors, is superior.
	<sup>id</sup> AA	Bonds rated <sup>id</sup> AA differ from the highest-rated debt only by a small degree. The obligor's ability to meet its long-term financial commitments on debt securities, relative to other Indonesian obligors, is very strong.
Fitch	BBB	The BBB rating indicates that the expected default risk is currently low. Capacity for payment of financial commitments is considered adequate, but adverse business or economic conditions are more likely to impair this capacity.
Moody's	Baa2	Bonds rated Baa2 are rated medium and are subject to moderate credit risk and thus may have certain speculative characteristics.

## Other Financial Ratios

### Rentability Ratio

In the banking industry, the profitability ratio is generally measured using the rate of return on assets (ROA), return on equity (ROE) and net interest income margin (Net Interest

Margin/NIM). BRI was able to record a positive profitability performance during 2023.

#### Table of Rentability Ratio

(in %)

Description	Bank Only		Consolidation	
	2023	2022	2023	2022
ROA (before tax)	3.93	3.76	4.10	3.79
ROE (Tier-1)	22.94	20.93	22.24	19.54
ROE Balance Sheet	18.25	16.76	19.95	17.63
NIM	6.84	6.80	7.95	7.85

### RETURN ON ASSETS (ROA)

BRI ROA before tax in 2023 reached 3.93% (bank only) and 4.10% (consolidated), respectively capable of growing 17 bps and 31 bps on an annual basis. The increase in ROA cannot be separated from the increase in the Company's performance which is driven

by the company's ability to continue to grow net interest income, non-interest operating income and the ability to maintain opex growth at an optimal level.



### RETURN ON EQUITY (ROE)

BRI ROE balance sheet in 2023 reached 18.25% (bank only) and 19.95% (consolidated), respectively capable of growing 149 bps and 232 bps on an annual basis. The increase in ROE balance sheet ROE cannot be separated from the Company's ability to optimize its capital which is combined well with the increase in the Company's sustainable performance, so that it is able to provide ROE at a level that continues to grow and on the other hand is able to deliver optimal returns to shareholders.

### NET INTEREST MARGIN (NIM)

In the midst of an unfavorable trend of increasing interest rates, especially for companies that tend to be more liability sensitive, the Company was able to maintain BRI's net interest income margin (NIM) in 2023 at 6.84% (bank only) and 7.95% (consolidated), which is each was even recorded higher than the previous year. The Company's strategy to focus on growth

in segments that have optimal yields has proven to be reliable in eliminating the impact of increasing interest costs amidst the trend of increasing interest rates.

### Efficiency Ratio

#### OPERATIONAL COST RATIO TO OPERATING INCOME (BOPO) AND COST TO INCOME RATIO (CIR)

The Company's efficiency ratio can be seen from BOPO of 64.35% (bank only) and 68.21% (consolidated) and CIR of 37.74% (bank only) and 41.89% (consolidated). These two efficiency ratios show better development than the previous period, this is driven by the Company's success in maintaining operating expense growth, which is inseparable from the Company's optimization in the use of digitalization, one of which is efficiency in the micro segment which is increasingly efficient by optimizing the use of BRISPOT.

Table of Efficiency Ratio

(Bank Only, in %)

Description	Bank Only		Consolidation	
	2023	2022	2023	2022
BOPO	64.35	64.20	68.21	69.10
CIR	37.74	41.95	41.89	44.88

### Compliance Ratio

#### PERCENTAGE OF VIOLATION AND EXCEEDING OF LEGAL LENDING LIMIT (LLL)

In 2023, BRI did not have debtors, both related and unrelated parties, who did not meet or exceed the Legal Lending Limit (LLL).

#### NET FOREIGN EXCHANGE POSITION RATIO

Net Foreign Exchange Position Ratio is the sum of the absolute values of the net difference between assets and liabilities in the statement of financial position for each foreign currency and the net difference of commitments and contingent liabilities and receivables in the administrative accounts for each foreign currency, stated in Rupiah toward capital.

In 2023 Net Foreign Exchange Position Ratio ratio reached 0.64%, down compared to 2022 which was 1.17%. Net Foreign Exchange

Position Ratio figure is far below the maximum amount set by BI based on PBI No. 17/5/PBI/2015 dated May 29, 2015 concerning the Fourth Amendment to PBI No. 5/13/PBI/2003 concerning the Net Open Position of Commercial Banks dated July 1 2010, PDN is set at a maximum of 20% of capital.

### Loan Collectability

Credit collectability can be measured by the asset quality ratio or Non-Performing Loans (NPL), BRI is able to maintain very good credit quality, this can be seen in the non-performing loan (NPL) ratio in 2023 of 3.12% (bank only) and 2.95 (consolidated). BRI's NPL ratio is far below the regulatory maximum of 5% (net NPL) (PBI No3/25/2001), BRI will continue to improve the effectiveness of credit risk management to maintain and improve asset quality.

Table of Collectibility of Granted Loans and Financing (Including Sharia)

(Consolidation, in IDR million)

Description	2023	2022
Loans	1,266,429,247	1,139,077,067
Current	1,167,044,003	1,064,210,765
Special Mention	62,062,544	44,418,410
Substandard	5,037,764	3,211,471
Doubtful	7,828,325	5,213,650



Description	2023	2022
Loss	24,456,610	22,022,770
NPL	37,322,700	30,447,891
NPL (%)	2.95%	2.67%

The recovery strategy that BRI will implement in 2024 to improve NPLs is as follows:



## Interest Rate

The following is information on interest rates for Bank current accounts, savings, and deposits as of December 31, 2023.

Table of Deposit Counter Rate as of December 31, 2023

Savings Product	Interest Rate (IDR)	Interest Rate (USD)
Current Account	0.00% - 2.00%	0.05% - 0.15%
Savings	0.00% - 1.75%	0.08% - 0.25%
Deposits	2.25% - 4.00%	1.00% - 2.25%

## Loan Interest Rate

In general, Prime Lending Rate is calculated based on 3 (three) components, namely Fund Cost for Loan arising from customer fund raising activities, operating expenses incurred for fund raising activities and lending and profit margin components from lending.

Prime lending calculation does not take into account the risk premium component of the debtor, of which amount depends on the assessment of the risk of each debtor. As such, the amount of loan interest charged to debtors is not necessarily the same as the prime lending rate.

The prime lending rate calculation applies to corporate loans,



retail loans, micro loans, and consumer loans (mortgages and non-mortgages). In non-mortgages of consumer loans does not include the distribution of funds through Credit Cards and Unsecured Loan. However, Bank Indonesia submitted the loan classification according to the bank's internal criteria.

**Table of Loan Interest Rate**

Interest Rate	Corporate Loans	Retail Loans	Micro Loans	Consumer Loans	
				Mortgages	Non- Mortgages
December 2023	8.00%	8.25%	14.00%	7.25%	8.75%

**Table of Productive Assets Quality**

No	DESCRIPTION	INDIVIDUAL					
		December 31, 2023					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
<b>I RELATED PARTIES</b>							
1	Placements with other banks						
	a. Rupiah	450,000	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
2	Spot and derivative receivables/forward						
	a. Rupiah	-	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
3	Securities						
	a. Rupiah	-	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
4	Securities sold with agreement to repurchase (Repo)						
	a. Rupiah	-	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
5	Securities purchased with agreement to resell (Reverse Repo)						
	a. Rupiah	-	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
6	Acceptances receivables	-	-	-	-	-	-
7	Loans						
	a. Micro, Small and Medium loans (UMKM)						
	i. Rupiah	-	-	-	-	-	-
	ii. Foreign currencies	-	-	-	-	-	-
	b. Non UMKM						
	i. Rupiah	201,996	-	-	-	-	-
	ii. Foreign currencies	-	-	-	-	-	-
	c. Restructured loans						
	i. Rupiah	-	-	-	-	-	-
	ii. Foreign currencies	-	-	-	-	-	-

## Productive Assets Quality Analysis

The quality of the Company's productive assets was in very good condition, for productive assets outside recorded credit, none of them were in bad collectability. Meanwhile, productive assets classified as loans had very well maintained quality, this can be seen in the non-performing loan (NPL) ratio. ) in 2023 of 3.12%

(bank only) and 2.95 (consolidated). BRI's NPL ratio was far below the regulatory maximum of 5% (net NPL) (PBI No3/25/2001), BRI will continue to improve the effectiveness of credit risk management to maintain and improve asset quality.

(in IDR million)

		INDIVIDUAL					
		December 31, 2022					
	Total	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	450,000	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	201,996	202,378					202,378
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-



No	DESCRIPTION	INDIVIDUAL					
		December 31, 2023					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
8	Investments in shares	-	-	-	-	-	-
9	Other receivable	-	-	-	-	-	-
10	Commitments and contingencies						
	a. Rupiah	-	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
<b>II THIRD PARTIES</b>							
1	Placements with other banks						
	a. Rupiah	2,486,626	-	-	-	-	-
	b. Foreign currencies	34,143,977	-	-	-	-	-
2	Spot and derivative receivables/forward						
	a. Rupiah	794,380	-	-	-	-	-
	b. Foreign currencies	111,193	-	-	-	-	-
3	Securities						
	a. Rupiah	213,770,330	-	-	-	-	-
	b. Foreign currencies	125,297,032	-	-	-	-	-
4	Securities sold with agreement to repurchase (Repo)						
	a. Rupiah	5,931,829	-	-	-	-	-
	b. Foreign currencies	14,372,129	-	-	-	-	-
5	Securities purchased with agreement to resell (Reverse Repo)						
	a. Rupiah	33,350,175	-	-	-	-	-
	b. Foreign currencies	-	-	-	-	-	-
6	Acceptances receivables	10,217,408	-	-	-	-	-
7	Loans						
	a. Micro, Small and Medium loans (UMKM)						
	i. Rupiah	607,935,438	39,407,524	3,918,634	6,078,185	13,108,689	
	ii. Foreign currencies	545,186	-	-	-	3,464	
	b. Non UMKM						
	i. Rupiah	344,928,282	13,540,756	649,914	1,308,688	7,573,504	
	ii. Foreign currencies	100,903,883	2,846,303	98,396	206,290	2,827,374	
	c. Restructured loans						
	i. Rupiah	47,145,841	27,999,127	2,633,548	4,388,655	9,689,390	
	ii. Foreign currencies	4,996,856	2,702,413	-	131,408	2,820,897	
8	Investments in shares	49,254,757	-	-	-	-	-
9	Other receivable	-	-	-	-	-	-
10	Commitments and contingencies						
	a. Rupiah	115,900,897	1,250,166	51,005	30,246	57,440	
	b. Foreign currencies	88,444,604	43,719	769	322	3,392	

		INDIVIDUAL					
		December 31, 2022					
	Total	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	<b>2,486,626</b>	1,396,525	-	-	-	-	1,396,525
	<b>34,143,977</b>	33,076,140	-	-	-	-	33,076,140
	<b>794,380</b>	876,390	-	-	-	-	876,390
	<b>111,193</b>	35,015	-	-	-	-	35,015
	<b>213,770,330</b>	216,621,868	202,628	-	-	-	216,824,496
	<b>125,297,032</b>	120,645,885	357,104	-	-	-	121,002,989
	<b>5,931,829</b>	2,619,993	-	-	-	-	2,619,993
	<b>14,372,129</b>	7,689,962	-	-	-	-	7,689,962
	<b>33,350,175</b>	51,014,678	-	-	-	-	51,014,678
	-	-	-	-	-	-	-
	<b>10,217,408</b>	7,096,719	-	-	-	-	7,096,719
	<b>670,448,470</b>	558,334,431	26,504,019	1,762,582	2,805,563	12,686,894	602,093,489
	<b>548,650</b>	944,424	-	-	-	22,861	967,285
	<b>368,001,144</b>	313,799,370	8,386,357	320,871	1,851,023	6,880,123	331,237,744
	<b>106,882,246</b>	87,619,565	5,000,496	813,322	333,914	1,534,356	95,301,653
	<b>91,856,561</b>	101,678,107	18,802,940	1,116,772	3,239,571	10,104,868	134,942,258
	<b>10,651,574</b>	5,613,842	4,899,129	598,376	331,163	1,395,759	12,838,269
	<b>49,254,757</b>	47,936,173	-	-	-	-	47,936,173
	-	-	-	-	-	-	-
	<b>117,289,754</b>	121,383,325	499,983	38,573	45,679	15,187	121,982,747
	<b>88,492,806</b>	52,301,229	22,531	756	642	288	52,325,446



No	DESCRIPTION	INDIVIDUAL					
		December 31, 2023					
		Current	Special Mention	Sub Standard	Doubtful	Loss	
<b>III OTHER INFORMATIONS</b>							
1	Value of bank's assets pledge as collateral:						
	a. To Bank Indonesia	-	-	-	-	-	-
	b. To others	-	-	-	-	-	-
2	Repossessed assets	-	-	-	-	-	-

## Strategy for Improving Fee Based Income

During 2023, BRI was able to record fee-based income and other income (bank only) of IDR42.7 trillion or growth of 11.50% yoy. This income came from fee-based income amounting to IDR20.3 trillion or growing 9.87% yoy, Other Ops Income amounting to IDR6.16 trillion or decreasing 22.93% yoy, Recovery income from productive assets that had been written off amounting to IDR16.28 trillion or grew 37.26% yoy. In 2023, the largest increase in BRI's fee-based income will be obtained from e-channel and e-banking transactions, savings services, credit services and trade finance services. BRI will continue to increase fee based income by focusing on increasing e-channel and e-banking transactions in every segment, from the ultra micro to wholesale segments by providing various services and services according to the characteristics of these segments supported by its digital initiatives so that it is easier for each customer to carry out transactions such as BRIMO, digital saving, cash management system and branchless banking/BRILink agency business. In addition, increasing fee based income is carried out through cross sell by collaborating with Subsidiaries

## Capital Structure

### Management Policy for Capital Structure and Fundamental Selection of Management Policy in Capital Structure

Capital structure management aims to ensure that BRI always maintains sufficient capital to cover the risks inherent in managing its business without reducing the optimization of value for shareholders.

The Company has an ALCO Committee as a supporting organ for the Board of Directors to periodically review the Company's capital structure. The ALCO Committee also has duties and responsibilities in determining strategies and policies for managing the Company's assets and liabilities to achieve optimal

results while still paying attention to potential risks, optimum yield generation and cost efficiency.

Based on Otoritas Jasa Keuangan Regulation no. 11/POJK.03/2016 dated January 29, 2016 concerning Minimum Capital Requirements for Commercial Banks (POJK 11/2016) as amended by Otoritas Jasa Keuangan Regulation No. 34/POJK.03/2016 concerning Amendments to OJK Regulation no. 11/POJK.03/2016 concerning Minimum Capital Requirements (KPM) (POJK 34/2016) states that Banks are required to provide minimum capital according to their risk profile and form additional capital as a buffer with the following details:

1. Minimum according to the risk profile of 9% to less than 10% (for Banks with a risk profile Rank 2 according to the risk profile ranking of Bank BRI as of December 31, 2023);
2. The Capital Conservation Buffer is set at 2.5% (two point five percent) of RWA;
3. Countercyclical Buffer is set in the range of 0% (zero percent) to 2.5% (two point five percent) of RWA (based on Bank Indonesia press release No. 25 /102/DK, set at 0% by Bank Indonesia as of April 18, 2023 );
4. Capital Surcharge for Systemic Banks is set in the range of 1% (one percent) to 2.5% (two point five percent) of RWA.

BRI's total minimum KPM as of December 31, 2023 was at the level of 14.44% (bank only) and 14.48% (consolidated), so BRI's total KPM as of December 31, 2023 was 25.23% (bank only) and 27.27% (consolidated) has complied with regulatory requirements.

In terms of capital structure, as of December 2023, BRI had core capital (Tier-1) of IDR238.96 trillion (bank only) and IDR283.95 trillion (consolidated) as well as Supplementary Capital (Tier-2) of IDR11.61 trillion (bank only) and IDR12.50 trillion (consolidated) with Tier-1 CAR ratios reaching 24.06% (bank only) and 26.12% (consolidated). BRI's Core Capital (Tier-1) is the same as Main Core

INDIVIDUAL							
December 31, 2022							
	Total	Current	Special Mention	Sub Standard	Doubtful	Loss	Total
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	56,502	-	-	-	-	-	62,732

Capital (CET-1) because BRI does not have Additional Core Capital (Additional Tier 1).

Main Core Capital (CET-1) of 4.5% determined by the Regulator.

Therefore, BRI's Core Capital Ratio (Tier-1) has been far above the minimum requirement of 6% and the minimum requirement of A detailed description of the capital structure is presented as follows.

### Capital Structure Details

#### Table of Capital Structure

(consolidated, in IDR million)

Description	2023	2022
Core (Tier 1)	283,949,415	273,812,348
Common Equity (CET 1)	283,949,415	273,812,348
Supplementary Capital (Tier 2)	12,499,593	11,269,263
<b>Total Capital Available</b>	<b>296,449,008</b>	<b>285,081,611</b>
RWA for Credit Risk after calculating specific risks	961,506,352	896,125,781
RWA for Market Risk	5,214,599	5,165,797
RWA for Operational Risk	120,236,798	214,959,103
<b>Total RWA</b>	<b>1,086,957,749</b>	<b>1,116,250,681</b>
CAR Ratio	27.27%	25.54%
CET 1 Ratio	26.12%	24.53%
Tier 1 Ratio	26.12%	24.53%
Tier 2 Ratio	1.15%	1.01%
Minimum CAR Based on Risk Profile	9.48%	9.47%

### Information on Capital and Risk Exposure

In accordance with the complexity of its business, the Bank manages 8 (eight) types of risk, namely credit risk, liquidity risk, market risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk. However, this section only describes risk management practices for credit risk, market risk, liquidity risk and operational risk. Meanwhile, explanations related to other

types of risk are presented in the Risk Profile and Management section on Corporate Governance in this Annual Report.

Based on the Otoritas Jasa Keuangan Regulation (POJK) Number 32/POJK.03/2016 concerning Amendments to the Otoritas Jasa Keuangan Regulation Number 6/POJK.03/2015 concerning



Transparency and Publication of Bank Reports Article 13A Banks are required to add quantitative information on risk exposures faced by Banks on Publication Report, Otoritas Jasa Keuangan Circular Letter (SEOJK) Number 9/SEOJK.03/2020 of 2020 concerning Transparency and Publication of Conventional Commercial Bank Reports and POJK Number 18/POJK.03/2016 concerning Implementation of Risk Management.

## Credit Risk

### I. Disclosure of Qualitative Information Regarding General Credit Risk (CRA)

#### A. BUSINESS MODEL REFLECTED IN THE BANK'S CREDIT RISK PROFILE COMPONENT

The business model for BRI individually is reflected in the parameters/indicators used in assessing the inherent risk of credit risk and those used in determining the amount of credit risk reserves, which include:

##### 1 Asset portfolio composition and level of concentration

In measuring the level of credit concentration risk, BRI uses parameters including: The composition of loans granted to total assets, currently at 62.45% or at a Low risk profile; the composition of non-corporate loans (Micro, Consumer, Small, Medium) of total loan is 81.95% with a Low to Moderate risk profile; Credit composition to the 25 largest non-bank debtors (groups) excluding related parties to total credit at 13.36% or Low risk profile, as well as credit composition per economic sector

##### 2. Quality of funding provision and adequacy of reserves

The quality of funding provision is reflected in the indicator of the amount of low quality loans (LaR or Loan at Risk) of total loans of 12.54% and maintained at a low risk level. The amount of non-performing loans to total loans (NPL) is 3.12%. The adequacy of reserves is reflected in the LaR coverage and NPL coverage ratios. The LaR coverage was 53.59%, above the minimum appetite of 39.81%, while the NPL coverage was 215.27%.

##### 3. Fund provision strategy and sources of fund provision

The strategy for providing funds and the source of the provision of funds is reflected in the annual credit growth target as well as the LDR or Loan to Deposit Ratio target. The credit growth target is determined by considering macroeconomic conditions, such as economic growth and inflation, as well as the liquidity conditions of the banking industry.

##### 4. External factors

Several external factors can influence growth and loan quality, including: economic growth, inflation, consumption levels, export growth, interest rates and unemployment rates.

The business model for BRI on a consolidated basis with Subsidiaries is reflected in the parameters/indicators used in assessing the inherent risk of credit risk, including:

##### 1. Asset portfolio composition and level of concentration

In measuring concentration level risk, Subsidiary Companies use parameters including the following: Composition of credit, financing and investment provided to total assets; MSME loan composition; Composition of credit, financing and investment to large non-bank debtors outside related parties; and credit concentration per industrial sector.

##### 2. Quality of funding provision and adequacy of reserves

The quality of funding provision is reflected in indicators including: Ratio of low quality loans, financing and investment (LaR/Loan at Risk) to total loans, financing and investment; Ratio of non-performing loans, financing and investment to total loans, financing and investment (NPL); and the adequacy of reserves is reflected in LaR coverage, NPL coverage and the amount of Allowance for Impairment Losses on loans to total loans.

##### 3. Fund provision strategy and sources of fund provision

The strategy for providing funds and the source of the provision of funds is reflected in the annual credit growth target as well as the LDR or Loan to Deposit Ratio target. The credit growth target is determined by considering macroeconomic conditions, such as economic growth and inflation, as well as the liquidity conditions of the banking industry.

##### 4. External factors

Several external factors can influence growth and credit quality, including: economic growth, inflation, consumption levels, export growth, interest rates, gold prices and unemployment rates.

#### B. CRITERIA AND APPROACHES USED TO DETERMINE CREDIT RISK MANAGEMENT POLICIES AND DETERMINE CREDIT RISK LIMITS

1. The criteria and approaches used by BRI individually to determine Credit Risk Management policies and determine Credit Risk limits are as follows:

The preparation of Policies and Procedures must fulfill the following points:

- a. Compliance with rules and regulations.
- b. Hierarchy and authority
- c. Clear regulatory scope
- d. Directive, applicable and contains elements of control.
- e. Oriented towards effectiveness and sustainable business.



The application and implementation of the Bank Credit Policy (KPB) must be in accordance with the organization, so that the implementation of the KPB is as follows:

- a. Must be used, implemented and implemented and adhered to by all workers related to credit, including members of the Board of Commissioners and Directors, consistently and consistently.
- b. This also applies to overseas work units, but the implementation can be adjusted to local banking regulations.
- c. To be able to support the implementation and implementation of the KPB, apart from understanding and complying with the KPB as well as possible, every credit officer is also required to:
  - Understand and comply with the implementation guidelines for each business sector as well as other credit regulations in the field, including changes.
  - Understand and comply with regulations and policies from regulators, follow developments and changes in provisions or regulations as well as all issues related to credit, whether local, regional, national or international in scope.

Determination of the Credit Risk Limit is carried out by taking into account the following matters:

- a. Credit Risk Limits are determined for a business segment (work unit and individual worker), industrial sector, customer (debtor) or counterparty, related party, economic sector or other forms of classification.
- b. Credit Risk limits are set at the portfolio level or overall level for all products and activities that have Credit Risk exposure including: credit portfolios, securities transactions, trade finance transactions, and other products and activities that contain Credit Risk.
- c. The Credit Risk limit is determined every year according to the risk appetite and applicable regulations.
- d. Determination of limits is carried out using historical data and taking into account the average data and standard deviation during the data collection period.
- e. As for parameters for which historical data as support is not yet available, they can be determined using expert judgment by considering the Bank Business Plan (RBB), Company Budget Work Plan (RKAP), external data, expertise, knowledge, experience possessed by the decision maker and regulatory provisions. applies.
- f. In determining risk limits, apart from considering these things, you can also consider forward looking factors such as macroeconomic variables, risk issues and other factors.
- g. The division within the SKMR in charge together with the Operational Work Unit formulates and proposes the objects and dimensions of the Credit Risk Limit to the Board of Directors or RMC to be decided and determined.

2. Criteria and Approaches used by Financing Companies to determine Credit Risk Management policies and determine Credit Risk limits

Management of policies and procedures must meet the following principles:

- a. Principle of harmony
- b. Principle of suitability of authority
- c. Principles of effectiveness and efficiency
- d. Principles of sustainability
- e. Principles of good stewardship and accessibility

The approach used to determine Credit Risk Management policies is as follows:

- a. Business process approach by developing policies and procedures in each business financing process.
- b. Risk scoring approach by developing analytical tools based on statistical methods to assess the risk profile of prospective debtors individually in predicting the Probability of Default (PD).
- c. The process of measuring and calculating corporate financing risk is carried out in the form of measuring risk profiles and monitoring Risk Appetite Criteria (RAC).

Determination of Credit Risk limits is carried out by taking into account the following matters:

- a. Credit Risk Limits are determined for a business segment (work units and employees), industrial sector, customer or counterparty, related parties, economic sector or other forms of classification.
- b. Credit Risk limits are determined according to risk appetite, portfolio, RKAP and applicable regulatory and internal provisions.
- c. Determination of limits is carried out using historical data and taking into account the average data and standard deviation during the data collection period.
- d. As for parameters for which historical data as support is not yet available, they can be determined using expert judgment by considering the Company's Long Term Plan (RJPP), Company Budget Work Plan (RKAP), external data, expertise, knowledge, experience possessed by the decision maker and regulatory provisions. applicable.
- e. In determining risk limits, apart from considering these things, you can also consider forward looking factors such as macroeconomic variables, risk issues and other factors. The Board of Directors signs the amount of risk limit determination in the risk limit statement document (Risk Appetite Statement-RAS) to be subsequently reported to Shareholders, Board of Commissioners and Directors.
- f. Financing concentration limits are managed by preparing Financing Portfolio Guidelines, limiting heavy equipment mining financing, setting the Maximum Financing Limit (BMPP) and determining the Financing Authority Delegation Decision (PDWP).



- g. Credit Risk Limits are determined, among other things, including limits for the authority to make financing decisions which are adjusted to decision-making competence and the level of risk and taking into account that there is no conflict of interest in the financing process provided to customers, determining Limits of Authority to Decide on Financing (BWMP) including limits on handling authority, problematic financing and delegation of authority to decide on financing carried out in accordance with company regulations.
3. Criteria and Approaches used by Securities Companies to determine Credit Risk Management policies and determine Credit Risk limits. The Risk Management Policy regulates risk management principles, including:
- a. Risk management policy.
  - b. Risk Management Governance.
  - c. Risk Management Framework.
  - d. Implementation/Risk Management Process.
  - e. Risk Criteria.
  - f. Risk Management Work Unit.
  - g. Approval Authority Policy.
  - h. Securities Trading Transaction Policy.
  - i. Margin Policy.
  - j. Tradable shares policy.
  - k. Short Term Warehouse Policy.
  - l. Non-Performing Asset Policy.
  - m. Margin Transaction SOP (opening a margin account until closing a margin account and extending margin)
  - n. SOP for securities trading transactions.

The implementation of Credit Risk management is reflected in the following matters:

- a. There is due diligence and risk analysis of transactions and products before they are carried out by the Business Division. Due Diligence and risk analysis are carried out by the Business Division and Risk Management Division as outlined in the form of a Risk Evaluation Memorandum (MER) which is the basis for significant decision making by the Directors and Commissioners.
- b. Providing credit limits (margin or other financing) to brokerage customers in accordance with the customer's background, financial profile and transaction history. Approval for granting this limit is based on a matrix of authority to grant approval in accordance with predetermined risk appetite and risk tolerance.
- c. Limitations on shares that can be pledged and transacted by brokerage customers. These restrictions include:
  - The share value is recognized as the customer's portfolio value by determining the share haircut based on regulatory regulations and reassessment by Risk Management.
  - The types of margin shares that may be transacted are based on the circular issued by the Indonesian Exchange every month and the valuation carried out by Risk Management in accordance with the

Company's Risk Appetite.

- Investment Universe (Bond Universe and Equity Universe) is a list of securities that have received approval from the Risk Management Committee (KPR) which can be used as underlying assets by the Investment Manager in portfolio management. Bank Universe is a list of Counterparty Banks that have obtained Risk Management Committee (KPR) approval which can be used for placing time deposits. Time deposit placement limits at Counterparty Banks are determined by the Risk Management Committee (KPR) and are reviewed 2 (two) times a year.

4. Criteria and Approaches used by Insurance Companies to determine Credit Risk Management policies and determine Credit Risk limits. The Risk Management Policy regulates risk management principles, including compliance with rules and regulations, compliance with hierarchy and authority, clear regulatory scope, directives and oriented towards effectiveness and sustainable business. Determination of Credit Risk limits is carried out by taking into account the following matters:
- a. Credit Risk Limits are set for risks related to reinsurance and investment.
  - b. The Credit Risk Limit is determined every year in accordance with the Risk Appetite and applicable regulations
  - c. Determination of risk limits uses one or a combination of regulatory, historical, expert judgment methods by considering the Company's Business Plan, Company Budget Work Plan (RKAP), etc. Limit Credit Risk ditetapkan untuk risiko yang berkaitan dengan reasuransi dan investasi.

### C. CREDIT RISK MANAGEMENT STRUCTURE AND ORGANIZATION AND CONTROL FUNCTION

To support healthy credit provision and the implementation of internal control elements from the initial stages of the activity process, in addition to the relationship between bank officials in credit such as the Board of Commissioners, Directors, other Credit Officials and/or work units, BRI and Bank Subsidiaries and Pegadaian It also has a Credit Policy Committee (KKP) and Credit Committee (KK) which are BRI's credit instruments.

The duties and responsibilities of each credit instrument in general are as follows:

#### 1. Board of Commissioners

The duties and responsibilities of the Board of Commissioners as a credit instrument are as follows:

- a. Approve the RBB which includes: annual credit plan, plan for providing credit to related parties, and credit to certain large debtors submitted to the OJK.
- b. Supervise the implementation of credit granting plans
- c. Approve Bank Credit Policy (KPB)
- d. Request an explanation and/or accountability from the

Board of Directors for:

- Development and quality of the overall credit portfolio
- Corrective steps if the implementation of credit disbursement deviates from the established credit plan.
- Deviations in the implementation of the KPB.

## 2. Board of Directors

The duties and responsibilities of the Board of Directors as a credit instrument are as follows:

- a. Prepare and be responsible for:
  - Preparation of KPB.
  - Preparation of precredit plans contained in the RBB.
  - Implementation of corrective steps based on evaluation results and suggestions submitted by the Credit Policy Committee (KKP).
  - Implementation of corrective steps for various irregularities in credit discovered by internal audit.
- b. Ensure that the KPB has been implemented and implemented consistently and consistently.
- c. Determine members of the KKP and Credit Committee (KK).
- d. Report regularly to the Board of Commissioners regarding developments in the overall quality of the portfolio and deviations in the implementation of the KPB.

## 3. Credit Policy Committee (KKP)

The duties and responsibilities of the KKP as a credit instrument are as follows:

- a. Providing input to the Board of Directors in the preparation of the KPB, especially the formulation of prudential principles in credit as regulated in the OJK PPKPB.
- b. Supervise the implementation of the KPB in a responsible and sustainable manner.
- c. Conduct regular KPB reviews
- d. Evaluate the correctness of the implementation of the authority to decide on credit or provide funds, the process of granting credit or providing funds, implementation of LLL provisions, allowance for reserves, resolution of problem loans and compliance with other laws.
- e. Conduct a review of the effectiveness of the credit internal control system.
- f. Report to the Board of Directors and Board of Commissioners regarding the results of supervision of the implementation of the KPB and evaluation results reports.
- g. Monitor the development of the quality of the credit or financing portfolio as a whole.

## 4. Credit Committee (KK)

The duties and responsibilities of KK as a credit instrument are as follows:

- a. Provide credit approval based on competence honestly, objectively, carefully and thoroughly.

- b. Refuse requests and/or influence from interested parties in credit applications to provide credit approval which is only a formality.
- c. Coordinating with ALCO in aspects of credit funding

## 5. Credit Work Unit and Credit Officers

Credit Work Units (SKP) are Relationship Management (RM) and Credit Risk Management (CRM) ranks located at the Head Office, Regional Offices, Special Branch Offices, Branch Offices, Sub-Branch Offices, BRI Units and BRI Work Units abroad. Credit officers consist of credit line workers and credit support workers.

For Financing Companies, based on company accountability, the Risk Management Work Unit consists of the Enterprise Risk Management Section, Operational Risk Management Section, Modeling and Portfolio Management as well as the Policy and Procedures Section. SKMR is responsible for achieving a healthy financing portfolio, periodically reviewing financing policies and guidelines, delegating authority to decide financing to Credit Risk Management officials in accordance with limits, ratifying Financing Portfolio Guidelines and members of the Financing Committee.

Based on the financing implementation guidelines, the organizational structure and financing management are regulated to support the provision of healthy financing and the implementation of risk management in the financing business process through:

- a. Work units related to financing consist of Relationship Management and Credit Risk Management.
- b. Financing Work Unit and Financing Officer
- c. The Financing Committee is a collegial operational tool in carrying out financing evaluations and decisions.
- d. Officials involved in the initiative process and funding decisions.

Taking into account the development of Credit Risk and business complexity in Financing Companies with a focus on Credit Risk management, the suitability of prospective customers is determined through credit scoring, determining the level of approval and limits of authority to decide on financing by the Financing Committee as stated in the ULaMM/ULaMM Financing and Operational Policy Sharia and Mekaar/Mekaar Sharia as well as determining approval level schemes and authority limits to decide on tiered financing.

For Venture Companies, the formation of an Organizational Structure takes into account the complexity of business processes and daily operations. In connection with this, the Venture Company established a Risk Management Work Unit which is under the supervision of the Portfolio & Finance Director. The work units in contact with investment risk are all divisions under the Investment Directorate and the Kupang Financing Branch Office which is under the supervision of the Portfolio & Finance Directorate. To realize healthy business activities and



implement internal control elements, the Company formed a committee for investment activities (both deploy/divest).

For Securities Companies, the Risk Management Division is a Risk Management Work Unit (SKMR) which is independent of operational work units and is directly responsible to the Director in charge of the Risk Management Function. In managing risks arising from business activities and coordinating all risk management activities, relevant Executive Committees were formed, which include, among other things:

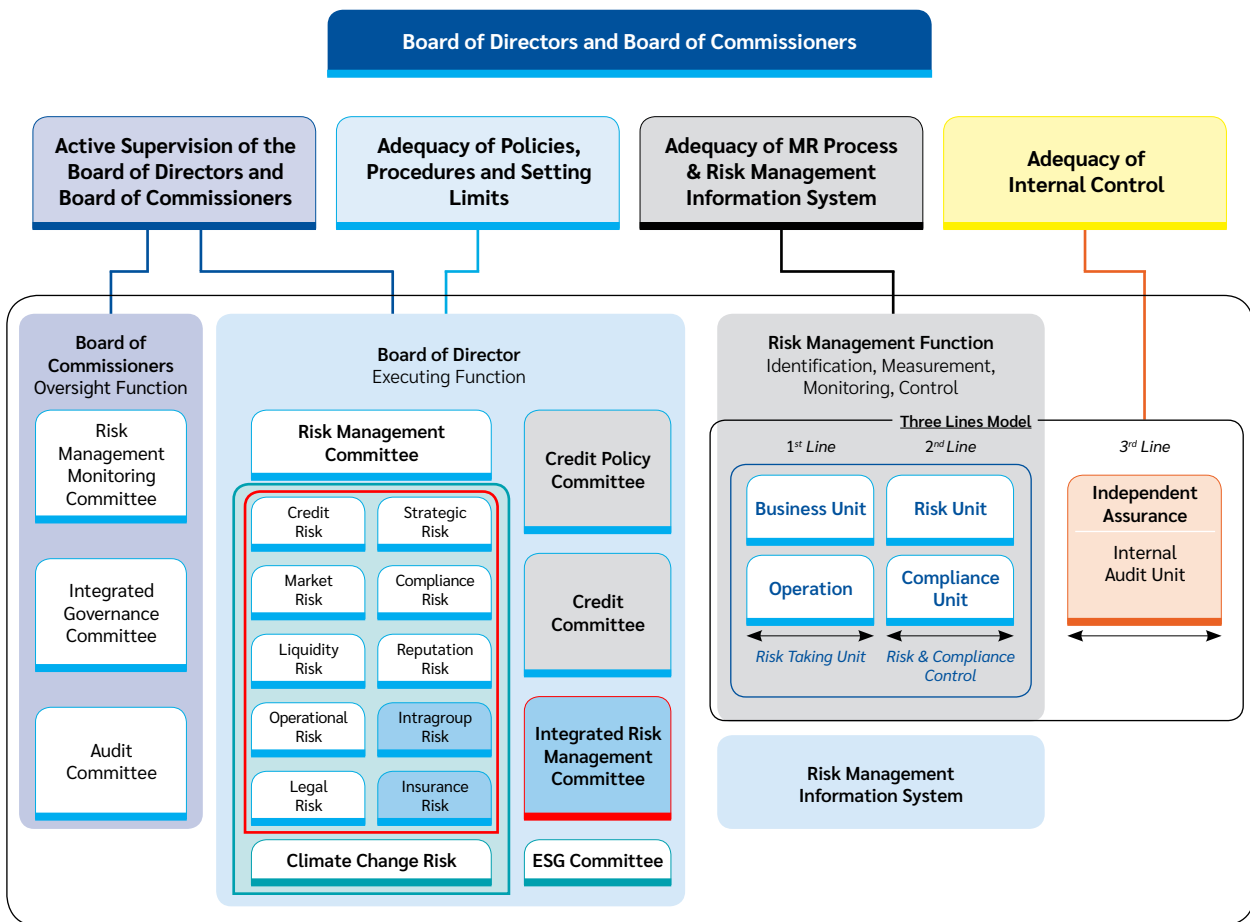
- a. The Risk Management Committee is tasked with providing recommendations to the Board of Directors related to the preparation/refinement of the Risk Management Policy, determination (justification) of matters related to business decisions that deviate from normal procedures (irregularities), determination of policies and procedures, determination / Investment Universe approval, and approval

of transaction limits.

- b. The Investment Committee is tasked with discussing, evaluating, recommending and determining the range of investments, investment limits, types of investments and investment strategies that must be implemented by the Investment Management Team.
- c. The Product Committee is tasked with approving product formation, evaluating existing products, proposing product development/mergers, and proposing product marketing concepts to the Board of Directors.

For Insurance Companies, to control the growth of Credit Risk and implement elements of internal control starting from the early stages of the activity process, in addition to the relationship between officials in Credit Risk such as the Board of Commissioners, Directors, other officials and/or work units, the Insurance Company has an Investment Committee.

#### D. THE RELATIONSHIP BETWEEN THE FUNCTIONS OF CREDIT RISK MANAGEMENT, RISK CONTROL, COMPLIANCE AND INTERNAL AUDIT



In implementing Credit Risk Management at BRI, the Risk Management Director oversees the Credit Risk Management function as well as the Credit Risk Control Unit. The Credit Risk

Management function is part of the Risk Management Work Unit which consists of:

1. Credit & Product Risk Policy Division plays a role in preparing credit policies and preparing the Internal Risk Rating model.

2. Market, Portfolio & Enterprise Risk Division plays a role in preparing credit portfolio policies, preparing credit risk limits, preparing policies & calculating Allowance for Impairment Losses and RWA for credit risk as well as portfolio monitoring, as well as credit risk stress tests.

The Credit Risk Control Unit is divided into business segments, namely:

1. Wholesale Credit Risk Analysis Division plays a role in controlling credit risk in the corporate segment on a transactional basis.
2. The Executive Risk Officer Team plays a role in controlling credit risk in the Medium segment on a transactional basis.
3. Credit Risk Analysis Regional Office plays a role in controlling credit risk in the Medium segment on a transactional basis.

The Compliance Function is carried out by the Compliance Division and the Policy & Procedure Division has a role in formulating policies, preparing Standard Operating Procedures, and carrying out Compliance Tests to ensure that BRI has complied with applicable laws and regulations and ensures that business activities do not deviate from laws and regulations.

The Internal Audit Work Unit as Independent Assurance has an important role in assessing the effectiveness of the implementation of credit risk management, both on a transactional basis and on a portfolio basis. Apart from that, Internal Audit Work Unit is also a member of the Credit Policy Committee so that recommendations from audit results are part of improving credit policy.

In Subsidiary Companies, the implementation of second line and third line of defense is adjusted to business needs and operational complexity as seen from the organizational structure of each Subsidiary Company. For Bank Subsidiaries, Pegadaian and Finance Companies, the risk management function plays a role in monitoring and controlling risks in aggregate as well as developing credit risk policies & methodologies. Control over problem loans (Substandard, Doubtful and Loss Collection) is carried out by Credit Risk Management (CRM) or RM (Relationship Management) officers appointed to handle problem loans. In addition, the compliance function ensures due diligence regarding credit provision with the decision of the credit committee and the Internal Audit Work Unit plays a role in ensuring that credit provision meets the principles of healthy credit provision and is in accordance with the credit policy and Credit Grant Guidelines.

For Insurance Companies, the Risk Management function has the responsibility and authority to manage the preparation/evaluation/refinement of risk management plans and strategies as well as policies, methodologies, guidelines for risk management tools and measurements. The Compliance Function has the responsibility and authority to manage and evaluate activities, operational activities, Company policies and guidelines that are adequate in accordance with legal and regulatory provisions, as well as managing all Regulatory policies implemented in each

Work Unit. The Internal Audit function has the responsibility and authority to carry out internal audit activities in the form of Assurance services and consulting services as a Strategic Business Partner for the company's business processes. In controlling the growth of credit risk and implementing internal control elements starting at the initial stage of the activity process, in addition to the relationship between officials in credit risk such as the Board of Commissioners, Directors, other officials and/or divisions, an Investment Committee is also formed to determine investment policy and investment decisions to related parties and third parties with a certain nominal value and time period.

For Venture Companies, the investment risk management function is divided into two parts, namely before the investment is made (investment risk management) and after the investment is made (portfolio risk management). At the pre-investment stage, the investment team coordinates with the risk management, compliance and legal departments to ensure that all investment stages are compliant. Apart from the Risk Management Work Unit of BRI Ventures, there is a Internal Audit Work Unit of BRI Ventures which functions as internal control and third line of defense in implementing company risk management. Internal Audit Work Unit of BRI Ventures contributes to providing support for internal control and fraud indication. Internal Audit Work Unit of BRI Ventures also periodically carries out risk based audits. In its implementation, the audit process is also monitored by the BRI Internal Audit Work Unit team offsite. If necessary, the BRI Internal Audit Work Unit team can carry out ad-hoc joint audits. This is aimed at maintaining operational efficiency at BRI Ventura without reducing the quality of audit results.

#### **E. SCOPE AND MAIN INFORMATION FROM REPORTING ON CREDIT RISK EXPOSURE AND CREDIT RISK MANAGEMENT FUNCTIONS TO THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS**

BRI's Risk Management Work Unit and all Subsidiary Companies in charge of credit risk prepare risk management reports in a format that complies with applicable regulations, both on a consolidated and integrated basis. Credit risk management reporting to the Board of Directors, Board of Commissioners and certain parties, including:

1. Individual and Consolidated Bank Risk Profile and Health Level Reports
2. Allowance for Impairment Losses and ATMR reports for Credit Risk
3. Loan growth progress report
4. Credit quality development report
5. Report on the development of restructured credit
6. Report on the use of the write-off budget (PH) and the realization of recovery income
7. Monitoring reports on Allowance for Impairment Losses costs and reserve ratios, for example NPL Coverage and LAR Coverage
8. Credit Risk Stress Test Results both in portfolio and for large customers



## II. Disclosure of Credit Quality on Assets (CR1)

### BRI Individually

(in IDR million)

	Gross Carrying Value		CKPN	CKPN		CKPN (IRB Approach)	Net Worth (a+b+c)
	Claims That Have Been Due	Impaired Bills		Stage 2 and Stage 3	Stage 1		
	a	b	c	d	e	f	g
1 Loans	137,986,390	1,008,096,116	77,009,890	57,924,952	19,084,938		1,069,072,616
2 Securities	0	290,676,869	65,374	0	65,374		290,611,495
3 Administrative Account Transactions	8,804,892	197,125,074	5,386,903	4,239,226	1,147,677		200,543,063
4 Total	146,791,282	1,495,898,059	82,462,167	62,164,178	20,297,989		1,560,227,174

### BRI Consolidated with Subsidiaries

(in IDR million)

	Gross Carrying Value		CKPN	CKPN		CKPN (IRB Approach)	Net Worth (a+b+c)
	Claims That Have Been Due	Impaired Bills		Stage 2 and Stage 3	Stage 1		
	a	b	c	d	e	f	g
1 Loans	142,339,380	1,132,170,905	87,538,517	63,521,233	24,017,284		1,186,971,768
2 Securities	0	296,328,506	66,795	0	66,795		296,261,711
3 Administrative Account Transactions	8,816,218	197,261,760	5,386,968	4,239,291	1,147,677		200,691,010
4 Total	151,155,598	1,625,761,171	92,992,280	67,760,524	25,231,756		1,683,924,489

### Additional Disclosures

Mature Claims are all Mature Claims more than 90 (ninety) days, both for principal payments and/or interest payments or debtors who are in default.

## III. Disclosure of Mutations In Credits and Mate Securities (CR2)

### BRI Individually

(in IDR million)

	a
1 Loans and Securities that have matured in the last reporting period	157,791,847
2 Loans and Securities that have matured since the last reporting period	36,108,904
3 Loans and Securities that return to bills that have not yet matured	17,068,875
4 Write-off value	16,204,327
5 Another change	(22,641,159)
6 Credit and Securities that have matured at the end of the reporting period (1+2-3-4+5)	137,986,390

## BRI Consolidated with Subsidiaries

(in IDR million)

	a
1 Loans and Securities that have matured in the last reporting period	163,823,954
2 Loans and Securities that have matured since the last reporting period	37,486,143
3 Loans and Securities that return to bills that have not yet matured	19,101,898
4 Write-off value	16,549,471
5 Another change	(23,319,348)
<b>6 Credit and Securities that have matured at the end of the reporting period (1+2-3-4+5)</b>	<b>142,339,380</b>

## Additional Disclosure

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## IV. Additional Disclosures Regarding the Quality of Credit on Assets (CRB)

## A. QUALITATIVE

**Scope and Definition of Matured Claims and Impaired Claims**

Matures Claims are all Matures Claims more than 90 (ninety) days, both for principal payments and/or interest payments or debtors who are in default. Bills that are impaired in value are bills that experience a condition where an adverse event occurs (objective evidence) as a result of one or more events that occur after the loan is granted which has an impact on the debtor's ability to pay in the future. All Mature Claims more than 90 days old are included in the bill as having an impairment value.

**Input, Asumsi, dan Teknik Yang Digunakan Dalam Mengestimasi Penurunan Nilai****a. Use of forward-looking information**

The Bank uses forward-looking information in assessing whether there has been a significant increase in Credit Risk and measuring expected Loan losses. Based on advice from the Risk Management Committee, economic experts and consideration of various actual information and external estimates, the Bank formulates a basic view (base case) regarding the movement of relevant economic variables in the future as well as estimates of other scenarios that may occur. This process involves developing two or more additional economic scenarios and considering the relative probabilities of possible outcomes. External information includes economic data and forecasts published by, such as government bodies and selected private sector analysts and academics. The basic view (base case) is used in strategic planning and budgeting. The other scenarios reflect more optimistic outcomes and more pessimistic outcomes.

**b. Measurement of Expected Loan Losses**

The main inputs in measuring expected loan losses are the following variables:

- Probability of Default (PD)
- Loss of Given Default (LGD)
- Exposure at Default (EAD)

These parameters generally come from internally developed statistical models and other historical data. These parameters are adjusted to reflect forward-looking information.

The PD estimate is an estimate as of a specific date, calculated based on a statistical rating model, and assessed using ratings adjusted for various categories of debtor and exposure. This statistical model is based on internally compiled data consisting of quantitative, qualitative factors and forward-looking estimates.

LGD is the amount of loss if a payment default occurs. LGD parameters are estimated historically based on the recovery rate of claims against defaulting debtors. LGD is also observed by considering cash collateral which is an integral part of the outstanding financial assets as well as costs incurred in the recovery process.

EAD represents the estimated exposure in the event of default. The EAD of a financial asset is the gross carrying amount. For loan commitments and financial guarantees, the EAD includes the amount that has been drawn, as well as the potential future amount to be drawn, estimated based on historical observations.



## B. QUANTITATIVE

### 1) Disclosure of Net Claims by Region

#### BRI Individually

No	Portfolio Category	December 31, 2023				
		Region				
		Jakarta	Borneo and Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Claims against Government	406,510,805	-	-	-	
2	Claims against Public Sector Entities	89,613,901	749,987	-	-	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
4	Claims against Banks	63,815,228	2,805	-	-	
5	Claims on Covered Bonds	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	2,682,595	-	-	-	
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	5,560,175	-	-	-	
8	Residential Property Secured Loans	12,238,116	21,327,795	8,235,359	4,120,161	
9	Commercial Property Secured Loans	3,776,565	5,147,960	2,060,976	1,336,583	
10	Credit for Land Acquisition, Land Processing and Construction	1,900,894	3,748,578	703,073	68,677	
11	Employee or Pensioner Credit	9,559,254	36,995,284	12,100,139	10,780,419	
12	Bills on Micro Businesses, Small Businesses and Retail Portfolio	103,055,001	54,962,483	75,417,509	32,565,302	
13	Bills on Corporations	136,814,743	14,369,731	2,706,404	2,682,446	
14	Claims That Have Been Due Date	12,837,462	12,781,888	6,160,041	2,119,814	
15	Other Assets	49,190,485	9,325,491	4,673,910	2,970,423	
	<b>TOTAL</b>	<b>897,555,223</b>	<b>159,412,002</b>	<b>112,057,410</b>	<b>56,643,825</b>	

\*) Note: December 2022 position is not yet available because this is the first report

#### BRI Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2023				
		Net Bills By Region				
		Jakarta	Borneo and Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Claims against Government	410,961,590	-	-	-	
2	Claims against Public Sector Entities	90,208,788	749,987	-	-	



(in IDR million)

December 31, 2023						
Region						
	West Java & Banten	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	1,207,001	407,717,806
	6,631,633	1,882	666,841	1,763,030	-	99,427,274
	-	-	-	-	-	-
	5,076	2,906	2,283	-	-	63,828,298
	-	-	-	-	-	0
	-	-	-	-	-	2,682,595
	-	-	-	-	-	5,560,175
	15,235,886	18,957,698	19,385,793	24,097,718	-	123,598,526
	5,837,216	2,622,677	5,455,095	7,708,663	-	33,945,735
	152,725	2,294,804	279,555	608,508	-	9,756,815
	18,682,474	10,818,992	12,531,402	25,391,590	-	136,859,554
	13,589,473	82,304,455	86,339,094	68,684,162	7,853,317	524,770,796
	12,285,277	7,264,781	12,409,380	15,640,558	15,408,510	219,581,829
	16,458,776	10,811,566	10,364,498	10,559,118	325,037	82,418,200
	7,726,633	9,068,768	7,098,440	11,028,537	2,442,739	103,525,425
	96,605,169	144,148,530	154,532,381	165,481,884	27,236,604	1,813,673,028

(in IDR million)

December 31, 2023						
Net Bills By Region						
	West Java & Banten	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	1,240,456	412,202,046
	6,631,633	1,882	666,841	1,763,030	3,380	100,025,541



No	Portfolio Category	December 31, 2023				
		Net Bills By Region				
		Jakarta	Borneo and Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
4	Claims against Banks	67,566,541	65,394	16,247	-	
5	Claims on Covered Bonds	-	-	-	-	
6	Claims to Securities Companies and Other Financial Services Institutions	2,682,595	-	-	-	
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	7,513,064	5,039	1,308	-	
8	Residential Property Secured Loans	12,371,192	21,339,449	8,235,359	4,120,161	
9	Commercial Property Secured Loans	4,098,047	5,149,249	2,060,976	1,336,583	
10	Credit for Land Acquisition, Land Processing and Construction	1,900,894	3,757,579	703,073	68,677	
11	Employee or Pensioner Credit	10,245,686	36,996,975	12,100,139	10,780,419	
12	Bills on Micro Businesses, Small Businesses and Retail Portfolio	117,627,492	82,538,434	80,695,689	32,565,302	
13	Bills on Corporations	140,267,309	14,569,394	2,756,655	2,682,446	
14	Claims That Have Been Due Date	14,972,194	13,100,146	6,234,048	2,119,814	
15	Other Assets	59,533,442	14,065,397	5,904,306	2,970,423	
	<b>TOTAL</b>	<b>939,948,835</b>	<b>192,337,042</b>	<b>118,707,799</b>	<b>56,643,825</b>	

#### Additional Disclosure

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## 2) Disclosure of Net Bills By Economic Sector

### BRI Individually

No	Economic Sector	Claims against Government	Claims against Government	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Claims to Securities Companies and Other Financial Services Institutions	
a	b	c	d	e	f	g	h	
<b>December 31, 2023</b>								
1	Agriculture, Forestry and Fisheries	-	3,178,392	-	-	-	-	
2	Mining and excavation	-	1,827,782	-	-	-	-	
3	Processing industry	-	19,508,873	-	-	-	-	

December 31, 2023						
Net Bills By Region						
	West Java & Banten	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	-	-	-	-	-	-
	21,653	22,992	27,074	36,034	626	67,756,562
	-	-	-	-	-	-
	-	-	-	-	579,289	3,261,884
	1,335	1,617	1,996	2,901	50	7,527,310
	15,240,599	18,963,002	19,403,953	24,237,698	-	123,911,411
	5,837,640	2,622,677	5,462,613	7,756,967	-	34,324,753
	152,725	2,294,804	279,555	608,508	-	9,765,816
	18,682,989	10,819,462	12,532,515	25,502,737	-	137,660,921
	30,570,942	94,470,835	102,379,199	93,359,473	8,060,254	642,267,619
	12,340,446	7,383,467	12,491,701	15,865,202	15,623,809	223,980,430
	16,545,302	10,907,898	10,510,452	10,942,171	332,406	85,664,433
	8,982,068	10,589,908	8,976,299	13,757,421	3,028,636	127,807,899
	115,007,331	158,078,545	172,732,199	193,832,142	28,868,906	1,976,156,624

(in IDR million)

	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Credit for Land Acquisition, Processing and Construction	Employee or Pensioner Credit	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	13,330,853	2,891,967	21,427	70,512	129,733,902	26,062,864	9,890,490	-
	-	914,070	281,666	38,659	1,969	3,469,333	19,403,852	213,743	-
	-	8,378,200	3,409,854	1,780,503	18,327	52,657,192	33,026,652	6,284,426	-



No	Economic Sector	Claims against Government	Claims against Government	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Claims to Securities Companies and Other Financial Services Institutions	
a	b	c	d	e	f	g	h	
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	16,553,650	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	-	-	-	-	-	
6	Construction	-	13,976,385	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	15,469,102	-	-	-	-	
8	Transportation and Warehousing	-	5,234,811	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	33,267	-	-	-	-	
10	Information and Communication	-	957,082	-	-	-	-	
11	Financial and Insurance Activities	-	10,997,808	-	58,889,157	-	2,481,022	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	4,175	-	-	-	-	
15	Government Administration, Defense and Mandatory Social Security	406,510,805	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	7,246,567	-	-	-	-	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	99	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	
24	Other	1,207,001	4,439,278	-	4,939,141	-	201,573	
	<b>Total</b>	<b>407,717,806</b>	<b>99,427,272</b>	<b>-</b>	<b>63,828,298</b>	<b>-</b>	<b>2,682,595</b>	

	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Credit for Land Acquisition, Processing and Construction	Employee or Pensioner Credit	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	384,183	120,465	1,479,759	1,177	10,217,563	10,790,671	221,883	-
	-	268,412	96,131	-	576	431,816	61,883	109,711	-
	-	5,300,790	975,166	5,488,067	2,348	2,100,416	12,439,804	5,980,898	-
	-	80,293,960	21,635,326	107,300	180,166	183,156,757	23,809,261	39,021,474	-
	-	1,820,037	336,655	7,271	10,212	5,048,795	7,376,637	1,854,483	-
	-	2,845,305	1,091,871	860	22,740	13,241,424	1,927,466	2,905,647	-
	-	706,006	113,244	1,571	1,037	246,176	413,383	64,142	-
	-	103,004	96,010	-	815	254,905	2,780,823	49,436	-
	-	848,551	344,197	10,468	10,543	2,145,467	421,673	529,327	-
	-	310,515	86,298	626	288	126,032	66,681	72,786	-
	-	1,447,169	463,440	7,611	7,902	2,052,769	1,644,076	675,850	-
	-	40,620	130,598	-	310	4,824	388,275	2,605	-
	-	183,901	115,146	-	1,274	252,917	201,360	81,094	-
	-	778,305	460,408	-	5,878	877,239	545,972	262,116	-
	-	128,344	31,617	-	798	372,401	34,988	404,214	-
	-	4,776,380	1,145,387	812,694	3,237,607	50,457,135	15,544,379	5,628,601	-
	-	251,957	42,183	-	705	353,031	122,905	170,069	-
	-	-	-	-	-	213	-	-	-
	-	448,916	72,343	-	133,263,047	65,500,940	17,803,539	7,950,178	-
	-	-	-	-	1,160	486	213	-	-
	5,560,175	39,048	5,764	-	20,162	2,069,063	44,714,473	45,025	103,525,425
	5,560,175	123,598,528	33,945,736	9,756,816	136,859,553	524,770,796	219,581,829	82,418,200	103,525,425



## BRI Consolidated with Subsidiaries

No	Economic Sector	Claims against Government	Claims against Government	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Claims to Securities Companies and Other Financial Services Institutions	
a	b	c	d	e	f	g	h	
<b>December 31, 2023</b>								
1	Agriculture, Forestry and Fisheries	-	3,376,664	-	-	-	-	
2	Mining and excavation	-	1,827,782	-	-	-	-	
3	Processing industry	-	19,508,873	-	-	-	-	
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	-	16,553,650	-	-	-	-	
5	Water Management, Waste Water Management, Waste Management and Recycling and Remediation Activities	-	0	-	-	-	-	
6	Construction	-	13,976,385	-	-	-	-	
7	Wholesale and Retail Trade; Car and Motorcycle Repair and Maintenance	-	15,469,102	-	-	-	-	
8	Transportation and Warehousing	-	5,234,811	-	-	-	-	
9	Provision of accommodation and provision of food and drink	-	33,267	-	-	-	-	
10	Information and Communication	-	957,082	-	-	-	-	
11	Financial and Insurance Activities	2,729,737	10,997,808	-	59,656,683	-	2,481,022	
12	Real Estate	-	-	-	-	-	-	
13	Professional, Scientific and Technical Activities	-	-	-	-	-	-	
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	-	4,175	-	-	-	-	
15	Government Administration, Defense and Mandatory Social Security	406,510,805	-	-	-	-	-	
16	Education	-	-	-	-	-	-	
17	Human Health Activities and Social Activities	-	-	-	-	-	-	
18	Arts, Entertainment and Recreation	-	-	-	-	-	-	
19	Other Service Activities	-	7,246,567	-	-	-	-	
20	Household Activities as an Employer; Activities that produce goods and services by households that are used to meet their own needs	-	-	-	-	-	-	

(in IDR million)

	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Credit for Land Acquisition, Processing and Construction	Employee or Pensioner Credit	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	13,355,302	13,693,102	21,427	70,512	130,112,101	27,127,275	10,959,449	-
	-	914,949	282,417	38,659	1,969	3,675,012	19,490,398	213,705	-
	-	8,387,069	4,497,791	1,780,503	18,327	53,802,817	33,614,130	6,284,947	-
	-	384,183	120,657	1,479,759	1,177	10,234,574	10,800,360	224,273	-
	-	268,433	96,131	-	576	431,887	61,883	110,511	-
	-	5,322,276	1,303,215	5,496,974	2,348	2,509,754	12,527,872	6,372,186	-
	-	80,359,980	6,913,167	107,300	180,166	184,584,971	24,002,941	39,220,231	-
	-	1,822,057	337,439	7,271	10,700	5,437,216	7,533,023	1,864,666	-
	-	2,848,234	1,092,332	860	22,740	13,366,944	1,927,466	2,924,606	-
	-	872,686	115,985	1,571	299,007	326,842	413,383	163,695	-
	1,949,673	106,739	97,956	-	331,892	825,360	2,816,051	52,724	188,437
	-	850,329	344,197	10,468	10,543	2,200,253	421,673	535,382	-
	-	314,633	88,420	626	288	559,437	147,507	85,510	-
	-	1,447,414	464,440	7,611	7,902	2,754,545	1,751,541	791,626	-
	-	40,620	130,598	1	310	4,824	388,275	2,605	-
	-	183,964	115,146	-	1,274	363,491	201,360	81,740	-
	-	782,744	460,865	-	5,878	1,112,062	550,373	271,205	-
	-	128,344	31,617	-	798	373,050	34,988	405,164	-
	-	4,776,558	3,041,612	812,694	3,237,607	50,528,570	15,544,379	5,628,612	-
	-	252,636	42,183	-	705	431,070	122,905	171,781	-



No	Economic Sector	Claims against Government	Claims against Government	Claims against Multilateral Development Banks and International Institutions	Claims against Banks	The bill is in the form of a Covered Bond	Claims to Securities Companies and Other Financial Services Institutions	
a	b	c	d	e	f	g	h	
21	Activities of International Agencies and Other Extra International Agencies	-	-	-	-	-	-	
22	Household	-	99	-	-	-	-	
23	Non Other Business Fields	-	-	-	-	-	-	
24	Other	2,961,504	4,839,274	-	8,099,879	-	780,862	
	<b>Total</b>	<b>412,202,046</b>	<b>100,025,540</b>	<b>-</b>	<b>67,756,561</b>	<b>-</b>	<b>3,261,884</b>	

### 3) Net Billing Disclosure Is Based on the Remaining Term of the Contract

#### BRI Individually

(in IDR million)

No	Portfolio Category	Reporting Year Position					
		Net billing based on remaining contract term					
		<= 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
a	b	c	d	e	f	g	h
1	Claims against Government	35,487,606	65,165,251	42,987,809	58,918,211	205,158,929	407,717,806
2	Claims against Public Sector Entities	29,652,067	6,869,468	1,104,147	1,564,992	60,236,598	99,427,273
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims to Bank	1,429,277	778,878	725,808	2,730,903	58,163,432	63,828,298
5	The bill is in the form of a Covered Bond	-	-	-	-	-	-
6	Claims to Securities Companies and Other Financial Services Institutions	1,507,634	1,137,548	36,658	754	-	2,682,594
7	Receivables in the form of Securities/ Subordinated Receivables, Equity and Other Capital Instruments	-	-	-	-	5,560,175	5,560,175
8	Residential Property Secured Loans	70,462,431	29,556,138	21,229,038	2,243,116	107,802	123,598,526
9	Commercial Property Secured Loans	18,677,230	6,445,734	5,945,709	2,867,050	10,014	33,945,736
10	Credit for Land Acquisition, Land Processing and Construction	4,935,918	883,343	1,856,455	859,879	1,221,221	9,756,816
11	Employee or Pensioner Credit	1,344,904	9,569,896	16,985,334	108,958,298	1,121	136,859,553
12	Bills on Micro Businesses, Small Businesses and Retail Portfolios	80,451,453	219,951,008	126,902,772	60,933,540	36,532,023	524,770,796
13	Bills on Corporations	87,424,992	27,426,827	16,312,520	33,531,902	54,885,588	219,581,829
14	Claims That Have Been Due Date	21,892,947	25,544,089	16,467,327	10,156,653	8,357,183	82,418,200
15	Other Assets	0	0	0	0	103,525,425	103,525,425
	<b>TOTAL</b>	<b>353,266,459</b>	<b>393,328,181</b>	<b>250,553,578</b>	<b>282,765,298</b>	<b>533,759,512</b>	<b>1,813,673,027</b>



	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	Residential Property Secured Loans	Commercial Property Secured Loans	Credit for Land Acquisition, Processing and Construction	Employee or Pensioner Credit	Bills on Micro Businesses, Small Businesses and Retail Portfolio	Bills on Corporations	Claims That Have Been Due Date	Other Assets
	i	j	k	l	m	n	o	p	q
	-	-	-	1	-	213	-	-	-
	-	448,916	75,084	-	133,263,047	65,504,560	17,803,539	8,049,732	-
	-	2,295	274	-	169,904	1,218,089	22,246	6,395	-
	5,577,636	41,051	980,128	92	23,249	111,909,977	46,676,863	1,243,686	127,619,462
	7,527,309	123,911,411	34,324,753	9,765,816	137,660,919	642,267,619	223,980,430	85,664,433	127,807,899

**BRI Consolidated with Subsidiaries**

(in IDR million)

No	Portfolio Category	Reporting Year Position					
		Net billing based on remaining contract term					
		<= 1 year	> 1 year - 3 years	> 3 years - 5 years	> 5 years	Non Contractual	Total
a	b	c	d	e	f	g	h
1	Claims against Government	37,013,795	65,823,151	43,578,731	60,593,985	205,192,383	412,202,046
2	Claims against Public Sector Entities	29,949,139	6,969,010	1,104,147	1,763,265	60,239,978	100,025,540
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims to Bank	2,352,449	830,388	733,739	2,730,903	61,109,083	67,756,561
5	<i>The bill is in the form of a Covered Bond</i>	-	-	-	-	-	-
6	Claims to Securities Companies and Other Financial Services Institutions	1,507,634	1,137,548	36,658	754	579,290	3,261,884
7	Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	78	-	-	1,949,673	5,577,558	7,527,309
8	Residential Property Secured Loans	70,578,398	29,579,952	21,246,331	2,399,593	107,137	123,911,411
9	Commercial Property Secured Loans	18,740,532	6,449,953	5,953,050	3,171,205	10,014	34,324,753
10	Credit for Land Acquisition, Land Processing and Construction	4,944,918	883,343	1,856,455	859,879	1,221,221	9,765,816
11	Employee or Pensioner Credit	1,820,336	9,763,733	17,023,637	109,052,093	1,121	137,660,919
12	Bills on Micro Businesses, Small Businesses and Retail Portfolios	81,344,500	222,379,779	130,582,942	61,614,235	146,346,163	642,267,619
13	Bills on Corporations	88,287,185	28,143,238	17,098,071	33,802,372	56,649,565	223,980,430
14	Claims That Have Been Due Date	22,398,051	25,937,649	16,617,292	11,432,391	9,279,049	85,664,433
15	Other Assets	815,395	7,605	993,712	5,710	125,985,476	127,807,899
	<b>TOTAL</b>	<b>359,752,410</b>	<b>397,905,350</b>	<b>256,824,766</b>	<b>289,376,057</b>	<b>672,298,040</b>	<b>1,976,156,622</b>



#### 4) Disclosure of Bills and Reserves by Region

##### BRI Individually

No	Description	December 31, 2023				
		Region				
		Jakarta	Borneo and Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Bill	957.020.452	173.655.823	119.104.996	60.268.286	
2	Decreased Bills	30.020.242	19.954.389	8.241.426	3.167.934	
	a. Not yet due	-	-	-	-	
	b. Has Due Date	30.020.242	19.954.389	8.241.426	3.167.934	
3	CKPN – Stage 1	2.093.224	3.414.215	1.203.365	595.363	
4	CKPN – Stage 2	10.045.625	3.060.761	1.282.105	456.065	
5	CKPN – Stage 3	7.382.247	3.555.185	533.764	521.096	
6	Deleted book Claims	3.550.190	4.830.500	1.454.740	1.008.777	

##### BRI Consolidated with Subsidiaries

No	Description	December 31, 2023				
		Region				
		Jakarta	Borneo and Sulawesi	Bali & Nusa Tenggara	Eastern Indonesia	
a	b	c	d	e	f	
1	Bill	1.002.516.282	181.470.286	125.482.169	85.839.500	
2	Decreased Bills	38.717.845	20.253.892	8.386.488	4.336.552	
	a. Not yet due	6.253.780	244.897	113.616	542.572	
	b. Has Due Date	32.464.065	20.008.995	8.272.871	3.793.980	
3	CKPN – Stage 1	2.856.233	3.589.729	1.318.250	1.275.672	
4	CKPN – Stage 2	12.393.401	3.221.989	1.387.157	509.064	
5	CKPN – Stage 3	7.891.438	3.601.936	561.930	624.311	
6	Deleted book Claims	4.222.631	4.966.643	1.544.059	1.103.991	

(in IDR million)

December 31, 2023						
Region						
	West Java and Banten	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	118.681.061	157.337.642	167.099.510	180.051.516	28.805.938	1.962.025.225
	33.486.056	17.657.389	15.996.958	17.671.263	619.436	146.815.093
	-	-	-	-	-	-
	33.486.056	17.657.389	15.996.958	17.671.263	619.436	146.815.093
	2.817.001	2.944.119	2.719.316	3.841.283	664.521	20.292.407
	12.554.569	2.865.633	2.050.348	2.629.077	37.003	34.981.187
	4.308.229	3.412.385	3.176.894	4.031.749	267.023	27.188.572
	7.097.888	4.318.633	5.025.546	5.804.146	-	33.090.420

(in IDR million)

December 31, 2023						
Region						
	West Java and Banten	Central Java and DIY	East Java	Sumatera	Other	Total
	g	h	i	j	k	l
	138.541.896	172.203.504	184.494.742	207.054.295	32.590.895	2.130.193.568
	34.366.873	18.294.025	16.851.121	19.629.049	619.436	161.455.279
	621.661	425.939	611.595	1.461.810	-	10.275.870
	33.745.212	17.868.086	16.239.526	18.167.239	619.436	151.179.409
	3.409.040	3.338.863	3.219.040	4.682.190	664.521	24.353.536
	12.985.739	3.093.584	2.370.831	3.246.713	37.003	39.245.482
	4.477.154	3.503.617	3.300.509	4.292.706	267.023	28.520.623
	7.489.129	4.531.415	5.340.899	6.296.679	-	35.495.447



## 5) Disclosure of Claims and Provisions Based on Economic Sector

### BRI Individually

(in IDR million)

No	Economic Sector	Bill	Impaired Bills		Cadangan kerugian penurunan nilai (CKPN) - Stage 1	Cadangan kerugian penurunan nilai (CKPN) - Stage 2	Cadangan kerugian penurunan nilai (CKPN) - Stage 3	Deleted book Claims
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
<b>December 31, 2023</b>								
1	Agriculture, Forestry and Fisheries	202,253,310	-	19,008,964	3,781,594	3,734,647	4,470,482	140,698
2	Mining and excavation	29,955,212	-	2,766,070	169,684	883,331	1,607,217	18,465
3	Processing industry	142,639,757	-	17,609,600	1,453,558	7,014,841	4,324,496	99,205
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	41,672,822	-	236,522	213,733	46,911	13,982	19,994
5	Water Management, Waste Water Management, Waste Management and Recycling	1,056,067	-	154,673	18,224	21,525	19,942	916
6	Construction	53,400,664	-	10,140,722	244,184	4,144,547	672,381	36,543
7	Wholesale and retail trade; Car and Motorcycle Repair and Maintenance	400,187,630	-	59,839,758	7,293,621	8,218,697	10,842,644	488,625
8	Transportation and Warehousing	24,518,010	-	3,374,247	277,117	1,500,192	258,415	14,417
9	Provision of accommodation and provision of food and drink	24,842,159	-	4,734,293	494,973	1,148,877	545,564	22,109
10	Information and Communication	2,694,991	-	141,856	31,376	11,539	62,182	1,573
11	Financial and Insurance Activities	79,178,714	-	72,179	66,782	6,292	16,949	37,806
12	Real Estate	4,740,432	-	776,198	89,879	126,753	96,996	4,522
13	Professional, Scientific and Technical Activities	728,368	-	107,270	11,567	14,665	18,705	2,432
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	6,861,793	-	953,637	112,315	133,190	126,051	6,862
15	Government Administration, Defense and Mandatory Social Security	425,921,096	-	3,166	197,887	533	163	200,568
16	Education	908,670	-	115,648	18,773	15,615	17,650	445
17	Human Health Activities and Social Activities	3,186,072	-	383,012	61,310	56,559	60,251	2,064
18	Arts, Entertainment and Recreation	2,069,903	-	1,463,100	13,933	971,536	40,572	1,834
19	Other Service Activities	99,370,268	-	12,189,031	1,696,219	4,968,131	1,208,462	96,552
20	Household Activities as Employers	1,058,759	-	249,210	15,318	32,521	39,595	1,484
21	Activities of International Agencies and Other Extra International Agencies	223	-	-	4	-	-	-
22	Household	239,827,846	-	12,437,481	3,428,389	1,686,736	2,544,446	424,380
23	Not Other Business Fields	1,945	-	-	20	-	-	1

No	Economic Sector	Bill	Impaired Bills		Cadangan kerugian penurunan nilai (CKPN) - Stage 1	Cadangan kerugian penurunan nilai (CKPN) - Stage 2	Cadangan kerugian penurunan nilai (CKPN) - Stage 3	Deleted book Claims
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
24	Other	174,950,514	-	58,459	601,948	243,549	201,425	31,468,923
	<b>Total</b>	<b>1,962,025,225</b>	<b>-</b>	<b>146,815,093</b>	<b>20,292,407</b>	<b>34,981,187</b>	<b>27,188,572</b>	<b>33,090,420</b>

**BRI Consolidated with Subsidiaries**

(in IDR million)

No	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Deleted book Claims
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i

**December 31, 2023**

1	Agriculture, Forestry and Fisheries	219,746,966	3,217,834	19,259,934	4,688,265	4,120,763	4,595,214	483,391
2	Mining and excavation	30,323,168	89,535	2,767,949	176,863	911,674	1,608,588	42,080
3	Processing industry	145,646,713	715,071	17,679,831	1,505,964	7,035,777	4,371,502	574,215
4	Procurement of Electricity, Gas, Steam/Hot Water and Cold Air	41,738,324	14,702	238,553	215,171	46,978	14,715	20,134
5	Water Management, Waste Water Management, Waste Management and Recycling	1,064,760	1,560	156,175	18,564	22,326	21,127	1,229
6	Construction	55,039,744	993,721	10,187,242	261,041	4,273,565	705,771	55,764
7	Wholesale and retail trade; Car and Motorcycle Repair and Maintenance	446,273,362	2,465,050	60,737,068	9,088,786	9,588,650	11,351,726	1,641,779
8	Transportation and Warehousing	25,293,471	48,841	3,391,152	287,057	1,501,609	279,145	28,884
9	Provision of accommodation and provision of food and drink	24,992,602	25,040	4,736,773	495,621	1,149,344	547,522	23,783
10	Information and Communication	2,797,735	26,144	142,004	31,759	11,758	62,440	2,064
11	Financial and Insurance Activities	100,757,495	441,732	264,504	72,946	6,656	210,806	97,254
12	Real Estate	4,804,001	14,228	776,214	90,164	127,071	97,609	27,113
13	Professional, Scientific and Technical Activities	1,265,663	57,013	109,656	13,502	15,515	22,389	7,019
14	Rental and Leasing Activities Without Option Rights, Employment, Travel Agents and Other Business Support	7,814,219	141,306	973,615	117,054	137,586	150,928	15,154
15	Government Administration, Defense and Mandatory Social Security	425,921,096	-	3,166	197,887	533	163	200,568
16	Education	1,020,513	1,354	116,121	19,151	15,669	18,155	568
17	Human Health Activities and Social Activities	3,681,946	51,730	393,765	71,747	85,120	67,773	9,954



No	Economic Sector	Bill	Impaired Bills		CKPN Stage 1	CKPN Stage 2	CKPN Stage 3	Deleted book Claims
			Not yet Due	Has Matured				
a	b	c	d	e	f	g	h	i
18	Arts, Entertainment and Recreation	2,071,514	962	1,463,100	13,952	971,536	40,572	1,834
19	Other Service Activities	101,058,900	114,033	12,217,958	1,762,412	5,042,067	1,228,611	141,901
20	Household Activities as Employers	1,737,205	573,600	277,784	19,519	36,829	58,819	1,599
21	Activities of International Agencies and Other Extra International Agencies	223	-	-	4	-	-	-
22	Household	239,827,846	-	12,437,481	3,428,389	1,686,736	2,544,446	424,380
23	Not Other Business Fields	1,447,067	239,352	11,626	7,251	2,637	22,903	14,136
24	Other	245,869,033	1,043,063	2,837,736	1,770,468	2,455,084	499,700	31,680,645
	<b>Total</b>	<b>2,130,193,568</b>	<b>10,275,870</b>	<b>151,179,409</b>	<b>24,353,537</b>	<b>39,245,482</b>	<b>28,520,623</b>	<b>35,495,447</b>

#### 6) Disclosure of Bills Based on Days Due

##### BRI Individually

(in IDR million)

No	Portfolio Category	December 31, 2023			
		Net bill based on days past due			
		> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total
a	b	c	d	e	f
1	Loans included in Past Due Bills	3,876,487	7,228,262	126,881,641	137,986,390
2	Securities included in Past Due Bills	-	-	-	-
	<b>TOTAL</b>	<b>3,876,487</b>	<b>7,228,262</b>	<b>126,881,641</b>	<b>137,986,390</b>

##### BRI secara Konsolidasi dengan Entitas Anak

(dalam jutaan rupiah)

No	BRI Consolidated with Subsidiaries	December 31, 2023			
		Net bill based on days past due			
		> 90 days - 120 days	> 120 days - 180 days	> 180 days	Total
a	b	c	d	e	f
1	Loans included in Past Due Bills	4,606,426	7,698,198	130,034,756	142,339,380
2	Securities included in Past Due Bills	-	-	-	-
	<b>TOTAL</b>	<b>4,606,426</b>	<b>7,698,198</b>	<b>130,034,756</b>	<b>142,339,380</b>

## V. Additional Disclosures Regarding the Treatment of Troubled Assets (CRB-A)

### A. QUALITATIVE

#### 1) Asset Quality:

- a) Non-performing assets are assets that are of substandard, doubtful or non-performing quality as referred to in the provisions of laws and regulations and FSA provisions regarding assessing the quality of commercial bank assets. For loans with exposure above a certain value, collectibility assessments are carried out individually based on 3 (three) pillars, namely accuracy in payments, debtor's business prospects, and debtor's financial condition.
- b) Overdue Loans and Securities are claims that are more than 90 (ninety) days past due, both for principal payments and/or interest payments or debtors who are in default. These claims include assets that have experienced impairment and a value impairment reserve (Allowance for Impairment Losses) has been established.
- c) Performing Assets are assets that have current quality and are subject to special attention as intended in the

provisions of laws and regulations and FSA provisions regarding assessing the quality of commercial bank assets.

- d) Restructuring Assets are assets in an effort to improve debtors who are experiencing difficulties in fulfilling their obligations. Assets can be restructured if the debtor has good business prospects and is deemed capable of meeting obligations after restructuring. A restructuring asset can fall out of this category if, within the restructuring period, the debtor's business conditions have returned to normal so that the debtor can fulfill its obligations according to normal conditions.

#### 2) Loan segmentation:

Categorization of loan segments based on the type of loans and the size of the loan facility.

### B. QUANTITATIVE

#### 1) Disclosure of Performing and Non-Performing Assets

##### BRI Individually

(in IDR million)

	Performing (L and DPK Quality)		Non Performing (KL, D, M quality)					
			Impaired Bills		Bills That Are Not Impaired in Value			
					Have Arrears > 90 Days		Have Arrears > 90 Days	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
a	b	c	d	e	f	g	h	
1 Securities	290,676,869	65,374	-	-	-	-	-	-
2 Credit	1,110,309,367	49,912,359	35,773,138	27,097,530	-	-	-	-
a. Corporation	195,582,404	16,332,543	7,678,995	7,678,995	-	-	-	-
b. Retail	421,954,125	13,930,294	15,179,926	9,932,529	-	-	-	-
c. Micro	492,772,838	19,649,522	12,914,217	9,486,006	-	-	-	-
3 Administrative Account Transactions	197,125,074	1,147,677	8,804,892	4,239,226	-	-	-	-



## BRI Consolidated with Subsidiaries

(in IDR million)

	Performing (L and DPK Quality)		Non Performing (KL, D, M quality)					
			Impaired Bills		Bills That Are Not Impaired in Value			
					Have Arrears > 90 Days		Have Arrears > 90 Days	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
a	b	c	d	e	f	g	h	
1 Securities	296,328,506	66,795	-	-	-	-	-	-
2 Credit	1,237,758,319	58,792,813	36,751,966	28,745,704	-	-	-	-
a. Corporation	261,966,783	19,523,079	7,720,902	7,936,191	-	-	-	-
b. Retail	431,368,590	15,043,169	15,551,934	10,510,175	-	-	-	-
c. Micro	544,422,945	24,226,565	13,479,130	10,299,339	-	-	-	-
3 Administrative Account Transactions	197,273,086	1,147,742	8,804,892	4,239,226	-	-	-	-

## 2) Performing and Non-Performing Restructuring Assets

### BRI secara Individu

(dalam jutaan rupiah)

	Performing (L and DPK Quality)		Non Performing (L and DPK Quality)		Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
	a	b	c	d	e	f	g	h	i	j
1 Securities	-	-	-	-	-	-	-	-	-	-
2 Credit	82,844,236	26,206,689	19,663,897	16,238,600	-	-	83,780,712	27,123,416	18,727,421	15,321,872
a. Corporation	20,402,087	15,183,037	6,718,800	6,718,800	-	-	21,275,229	16,056,179	5,845,658	5,845,658
b. Retail	33,200,597	4,926,515	5,849,825	3,855,598	-	-	33,268,294	4,973,664	5,782,128	3,808,449
c. Micro	29,241,552	6,097,137	7,095,272	5,664,202	-	-	29,237,189	6,093,573	7,099,635	5,667,765
3 Administrative Account Transactions	1,835,339	1,089,143	170,406	99,040	-	-	1,835,338	27,123,416	170,406	15,321,873

## BRI Consolidated with Subsidiaries

(in IDR million)

	Performing (L and DPK Quality)		Non Performing (L and DPK Quality)		Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
	a	b	c	d	e	f	g	h	i	j
1 Securities	-	-	-	-	-	-	-	-	-	-
2 Credit	85,429,359	26,881,505	19,839,043	16,346,331	-	-	86,417,172	27,798,284	18,902,515	15,429,551
a. Corporation	20,938,014	15,301,391	6,718,800	6,718,800	-	-	21,862,441	16,174,533	5,845,658	5,845,658



	Performing (L and DPK Quality)		Non Performing (L and DPK Quality)		Stage 1		Stage 2		Stage 3	
	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN	Gross Carrying Value	CKPN
	a	b	c	d	e	f	g	h	i	j
b. Retail	35,209,857	5,482,101	6,010,259	3,954,527	-	-	35,277,554	5,529,250	5,942,562	3,907,378
c. Micro	29,281,488	6,098,013	7,109,984	5,673,004	-	-	29,277,177	6,094,501	7,114,295	5,676,515
3 Administrative Account Transactions	1,835,339	1,089,143	170,406	99,040	-	-	1,835,338	27,123,416	170,406	15,321,873

## VI. Qualitative Disclosures Regarding MRK Techniques (CRC)

In calculating credit risk RWA using a standard approach, the Bank considers the use of Credit Risk Mitigation Techniques (Enterprise Risk Management-ERM) in accordance with FSA regulations. The ERM techniques used by the Bank are the ERM-Collateral technique and the ERM-Guarantee or Credit Insurance technique. The ERM-Collateral technique used is collateral in the form of cash (cash collateral) stored at the Bank and gold stored at the Subsidiary. Meanwhile, the ERM-Guarantee or Credit Insurance technique is used for loan guaranteed by credit insurance from an Insurance Company with SOEs status. Loans guaranteed by an insurance company which is a Bank Subsidiary is not counted as a guarantor in the ERM technique because it is a party affiliated with the Bank.

Acceptable collateral criteria include:

- Collateral is tied to mortgage rights, power of attorney to sell, current accounts, savings, time deposits or other collateral generally accepted by banks as well as collateral in the form of gold (subsidiaries).
- Determining the value of collateral must be based on considerations of appraisal, binding, control, security and utilization.
- Collateral appraisal must be carried out objectively, honestly, responsibly and present a fair value.
- Collateral reviews are carried out to see the adequacy of collateral compared to the debtor's total obligations, including:
  - Collateral condition at the time of review
  - Collateral value
  - Securing collateral (storage, binding and validity of collateral)
  - Other information relevant to assessing collateral adequacy
- The collateral review period is carried out as stated in the loan terms and conditions, but must be carried out at least once a year along with the loan review as regulated in each business sector. The collateral review period can be set differently if specifically regulated by the regulator (BI, FSA or other related agencies). For the purposes of calculating RWA, specifically for consumer loans backed by residential homes, collateral valuation must be carried out periodically for a minimum of 30 (thirty) months.

## VII. Quantitative Disclosures Related to MRK Techniques (CR3)

BRI Individually

(in IDR million)

	Bills That Are Not Guaranteed Using MRK Techniques	Bills Guaranteed with MRK Techniques	Bills Secured by Collateral	Bills Secured by Guarantee, Guarantee and/or Credit Insurance	Bills Secured by Credit Derivatives
	a	b	c	d	e
1 Loans	746,634,920	322,437,696	11,377,558	311,060,138	
2 Securities	290,611,495	-	-	-	
3 Total	1,037,246,415	322,437,696	11,377,558	311,060,138	
4 Maturity Credit and Securities	75,743,441	4,317,997	27,821	4,290,176	



## BRI Consolidated with Subsidiaries

(in IDR million)

	Bills That Are Not Guaranteed Using MRK Techniques	Bills Guaranteed with MRK Techniques	Bills Secured by Collateral	Bills Secured by Guarantee, Guarantee and/or Credit Insurance	Bills Secured by Credit Derivatives
	a	b	c	d	e
1 Loans	760,954,279	426,017,489	65,233,324	360,784,165	
2 Securities	296,261,711	-	-	-	
3 Total	1,057,215,990	426,017,489	65,233,324	360,784,165	
4 Maturity Credit and Securities	78,971,860	4,331,296	39,118	4,292,179	

## Additional Disclosure

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## VIII. Disclosure On The Use of External Credit Ratings (CRD)

The rating agencies used are rating agencies recognized by the Financial Services Authority, namely Moody's Investor Service, Standard and Poor's, Fitch Ratings and PT. Indonesian Securities Rating (Pefindo). If there are Marketable Securities that have more than 1 (one) rating, then the worst rating will be used. Portfolio Categories that use ratings are Receivables to the Government, Receivables to Public Sector Entities, Receivables to Banks, Receivables to Securities & Financial Services Companies, and Receivables to Corporations. Meanwhile, other bills use unrated (without rating) because rating data is not available.

## IX. Disclosure of Credit Risk Exposure and Impact of MRK Techniques (CR4)

### BRI Individually

(in IDR million)

Portfolio Category	Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
	Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
	a	b	c	d	e	f
1 Claims against Government	407,717,806	-	407,717,806	-	-	0.00%
2 Claims against Public Sector Entities	55,373,510	91,464,928	55,303,632	44,053,763	49,143,799	49.46%
3 Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	0.00%
4 Claims against Banks	60,233,378	3,594,920	60,233,378	3,594,920	32,630,248	51.12%
Claims to Securities Companies and Other Financial Services Institutions <sup>1)</sup>	2,610,161	72,434	2,610,161	72,434	992,335	36.99%
5 The bill is in the form of a Covered Bond	-	-	-	-	-	0.00%
6 Claims on Corporations - General Corporate Exposures <sup>2)</sup>	151,936,838	63,076,967	142,755,468	48,001,581	182,237,117	95.53%
Receivables from securities companies and other financial services institutions <sup>3)</sup>	-	-	-	-	-	0.00%

Portfolio Category	Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
	Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
	a	b	c	d	e	f
Special Financing Exposure <sup>4)</sup>	18,847,820	1,988,976	18,004,685	795,590	21,395,443	113.80%
7 Receivables in the form of Securities/Subordinated Receivables, Equity and	5,560,175	-	5,560,175	-	13,900,438	250.00%
8 Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	515,413,419	18,691,586	295,264,021	9,357,377	248,538,179	81.59%
9 Property Backed Loans	151,635,045	14,773,042	125,596,295	5,909,217	77,049,550	58.59%
Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	119,262,252	10,840,684	96,918,214	4,336,274	53,602,369	52.94%
Residential Property-Backaged Loans whose Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	32,372,793	3,932,358	28,678,082	1,572,943	23,447,180	77.51%
Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
Land Acquisition, Land Processing and Construction Credit	8,372,395	3,461,053	7,889,220	1,384,421	12,969,127	139.85%
10 Claims That Have Been Due Date	80,079,668	4,565,666	76,619,706	2,338,532	88,406,197	111.97%
11 Other Assets	103,525,425	-	103,525,425	-	72,038,101	69.58%
<b>12 Total</b>	<b>1,698,164,726</b>	<b>201,690,740</b>	<b>1,437,939,058</b>	<b>115,508,302</b>	<b>867,730,308</b>	<b>55.86%</b>

BRI Consolidated with Subsidiaries

(in IDR million)

Portfolio Category	Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
	Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
	a	b	c	d	e	f
1 Claims against Government	412,202,046	-	412,202,046	-	-	0.00%
2 Claims against Public Sector Entities	55,971,777	91,464,928	55,901,899	44,053,763	49,324,467	49.35%
3 Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	0.00%
4 Claims against Banks	64,161,641	3,594,920	63,945,742	3,594,920	33,416,849	49.48%
Claims to Securities Companies and Other Financial Services Institutions <sup>1)</sup>	3,189,450	72,434	2,610,161	72,434	992,335	36.99%



Portfolio Category	Net Bills Before Implementation of FKK and MRK Techniques		Net Bills After implementing FKK and MRK Techniques		RWA and Average Risk Weight	
	Financial Position Report	TRA	Financial Position Report	TRA	RWA	Average Risk Weight (e/(c+d))
	a	b	c	d	e	f
5 The bill is in the form of a Covered Bond	-	-	-	-	-	0.00%
6 Claims on Corporations - General Corporate Exposures <sup>2)</sup>	156,331,008	63,088,045	146,837,507	48,006,012	186,242,517	95.59%
Receivables from securities companies and other financial services institutions <sup>3)</sup>	-	-	-	-	-	0.00%
Special Financing Exposure <sup>4)</sup>	18,847,820	1,988,976	18,004,685	795,590	21,395,443	113.80%
7 Receivables in the form of Securities/Subordinated Receivables, Equity and	7,527,309	-	7,527,309	-	18,800,890	249.77%
8 Other Capital Instruments Bills on Micro Businesses, Small Businesses, and Retail Portfolios	632,873,918	18,781,482	332,769,293	9,393,701	282,308,612	82.51%
9 Property Backed Loans	152,312,674	14,808,727	126,273,924	5,923,491	77,612,869	58.71%
Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	119,567,415	10,859,992	97,223,377	4,343,997	53,845,417	53.01%
Residential Property-Backaged Loans whose Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	32,745,259	3,948,736	29,050,548	1,579,494	23,767,452	77.60%
Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows	-	-	-	-	-	0.00%
10 Land Acquisition, Land Processing and Construction Credit	8,381,395	3,461,053	7,898,220	1,384,421	12,982,627	139.86%
11 Claims That Have Been Due Date	83,321,386	4,576,954	79,848,785	2,343,047	91,149,389	110.90%
12 Other Assets	127,807,899	0	127,807,899	0	95,667,869	74.85%
13 Total	1,860,588,776	201,838,687	1,519,287,923	115,567,846	938,724,325	57.42%

#### Additional Disclosure

TRA exposure is converted into equivalent Loan exposure using FKK. The smallest FKK used by the Bank is 20% for TRA exposure in the form of commitment obligations in the form of L/C, 40% FKK is given for TRA exposure in the form of commitment obligations (draw allowance) while 100% FKK is given for TRA exposure in the form of issued guarantees in order to take over the risk of default. CKPN taken into account for calculating net receivables is CKPN on assets identified as experiencing impairment, namely CKPN at stage 2 and stage 3. Credit Risk Mitigation Techniques used by the Bank are collateral and loan guarantees/insurance, collateral in the form of cash collateral, while guarantees/ Loan Insurance is an insurance company with SOE status. Loans guaranteed by insurance companies which are Bank Subsidiaries are not counted as guarantors in the MRK technique because they are parties affiliated with the Bank.

## X. Exposure Disclosure Based on Asset Class and Risk Weight (CR5)

### BRI Individually

(in IDR million)

Portfolio Category	0%	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
1 Claims against Government	407.717.806	-	-	-	-	-	407.717.806

Portfolio Category	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
2 Claims against Public Sector Entities	1,782,994	97,644,279	-	-	-	99,357,395

Portfolio Category	0%	20%	30%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
3 Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-

Portfolio Category	20%	30%	40%	50%	75%	100%	150%	Other	Net Bills After FKK and MRK Tech
4 Claims against Banks	-	1.087.957	-	59.733.462	2.278.998	727.881	-	-	63.828.298
Claims to Securities Companies and Other Financial Services Institutions <sup>1)</sup>	-	2.280.159	-	174.148	28.299	199.989	-	-	2.682.595

Portfolio Category	10%	15%	20%	25%	30%	35%	50%	100%	150%	Lainnya	Net Bills After FKK and MRK Tech
5 The bill is in the form of a Covered Bond	-	-	-	-	-	-	-	-	-	-	-

Portfolio Category	20%	50%	65% <sup>5)</sup>	75%	80%	85%	100%	130%	150%	Other	Net Bills After FKK and MRK Tech
6 Receivables to General Corporations <sup>2)</sup>	-	3,252,649	-	81,240	-	47,385,760	149,218,770	-	-	-	190,757,049
Receivables from securities companies and other financial service institutions <sup>3)</sup>	-	-	-	-	-	-	-	-	-	-	0
Special Financing Exposure <sup>4)</sup>	-	-	-	-	-	-	10,859,107	8,784,303	-	-	18,800,275



Portfolio Category	100%	150%	250%	400% <sup>5)</sup>	Other	Net Bills After FKK and MRK Tech
7 Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	-	5,560,175	-	-	5,560,175

Portfolio Category	45%	75%	85%	100%	Other	Net Bills After FKK and MRK Tech
8 Bills on Micro Businesses, Small Businesses, and Retail Portfolios	2,494,984	464,584,412	47,399,994	10,291,406	-	304,621,398

Portfolio Category	0% <sup>5)</sup>	20%	25%	30%	35%	40%	45%	50%	60%	
9 Property Backed Loans	-	16,912,137	6,791,567	21,366,792	-	19,907,101	-	16,257,822	4,753,212	
Residential Property-Backed Loans whose Payments Are Not Materially Dependent on Property Cash Flow	-	16,912,137	6,791,567	21,366,792		19,907,101		16,257,822		
without credit sharing approach <sup>5)</sup>	-	-	-	-		-		-		
using a credit sharing approach (guaranteed) <sup>5)</sup>		-								
using a credit sharing approach (guaranteed) <sup>5)</sup>	-	-		-		-		-		
Residential Property-Backed Loans whose Payments Depend Materially on the Property's Cash Flows				-	-		-		-	
Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	-	-		-		-		-	4,753,212	
without credit sharing approach <sup>5)</sup>	-	-		-		-		-	-	
using a credit sharing approach (guaranteed) <sup>5)</sup>									-	
using a credit sharing approach (guaranteed) <sup>5)</sup>	-	-		-		-		-		
Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows										
Land Acquisition, Land Processing and Construction Credit <sup>5)</sup>										

Portfolio Category	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
10 Claims That Have Been Due	10.736.393	38.443.172	33.238.634	-	78.958.238

	65% <sup>5)</sup>	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Tech
	-	29,046,645	25,446,144	12,147,387	-	5,607,359	-	-	-	-	131,505,512
	-	29,046,645	7,615,196	544,139		5,386,184			-	-	101,254,487
	-	-	-	-		-			-	-	-
										-	-
	-		-	-		-			-	-	-
			-			-			-	-	-
	-		17,830,948	11,519,419		221,175			-	-	30,251,025
										-	-
										-	-
	-		-	-		-			-	-	-
		-						-	-	-	-
						2,050,967			7,705,849	-	9,273,641

Portfolio Category	0%	20%	100%	150%	1250% <sup>5)</sup>	Other	Net Bills After FKK and MRK Tech
11 Other Assets	31,515,575	-	71,953,348	56,502	-	-	103,525,425



No	Risk Weight	Net Bills Report Financial Position	TRA Net Bill (before imposition of FKK)	Average FKK	Net Bill (After imposition of FKK and MRK Tech)
1	< 40%	486,951,516	6,258,676	2,503,470	478,414,463
2	40% -70%	332,754,958	98,801,832	5,488,661	370,287,868
3	75%	488,732,052	5,136,702	573,177	268,647,838
4	85%	96,089,142	26,000,197	2,080,016	104,367,114
5	90% -100%	239,871,075	62,004,401	3,092,558	279,722,376
6	105% -130%	8,521,092	658,028	263,211	8,650,557
7	150%	39,684,717	2,830,904	329,067	37,796,969
8	250%	5,560,175	-	-	5,560,175
9	400%	-	-	-	-
10	1250%	-	-	-	-
11	<b>Total Net Bills</b>	<b>1,698,164,726</b>	<b>201,690,740</b>	<b>14,330,159</b>	<b>1,553,447,360</b>

### BRI Consolidated with Subsidiaries

(in IDR million)

Portfolio Category	0%	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
1 Claims against Government	412,202,046	-	-	-	-	-	412,202,046

Portfolio Category	20%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
2 Claims against Public Sector Entities	2,177,881	97,847,659	-	-	-	99,955,662

Portfolio Category	0%	20%	30%	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
3 Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	0

Portfolio Category	0% <sup>5)</sup>	20%	25%	30%	35%	40%	45%	50%	60%
9 Property Backed Loans	-	16,912,137	6,791,567	21,366,792	-	19,907,101	-	16,257,822	4,753,212
Residential Property-Backaged Loans whose Payments Are Not Materially Dependent on Property Cash Flow	-	16,912,137	6,791,567	21,366,792	-	19,907,101	-	16,257,822	-
without credit sharing approach <sup>5)</sup>	-	-	-	-	-	-	-	-	-
using a credit sharing approach (guaranteed) <sup>5)</sup>	-	-	-	-	-	-	-	-	-



Portfolio Category	20%	30%	40%	50%	75%	100%	150%	Other	Net Bills After FKK and MRK Tech
4 Claims against Banks	3,781,169	1,087,957	-	59,880,556	2,278,998	727,881	-	-	67,540,662
Claims to Securities Companies and Other Financial Services Institutions <sup>1)</sup>	579,289	2,280,159	-	174,148	28,299	199,989	-	-	2,682,595

Portfolio Category	10%	15%	20%	25%	30%	35%	50%	100%	150%	Lainnya	Net Bills After FKK and MRK Tech
5 The bill is in the form of a Covered Bond	-	-	-	-	-	-	-	-	-	-	0

Portfolio Category	20%	50%	65% <sup>5)</sup>	75%	80%	85%	100%	130%	150%	Other	Net Bills After FKK and MRK Tech
6 Receivables to General Corporations <sup>2)</sup>	23,121	3,362,292	-	112,252	-	45,877,699	145,468,156	-	-	-	194,843,520
Receivables from securities companies and other financial services institutions <sup>3)</sup>	-	-	-	-	-	-	-	-	-	-	0
Special Financing Exposure <sup>4)</sup>	-	-	-	-	-	-	10,149,718	8,650,557	-	-	18,800,275

Portfolio Category	100%	150%	250%	400% <sup>5)</sup>	Lainnya	Net Bills After FKK and MRK Tech
7 Receivables in the form of Securities/Subordinated Receivables, Equity and Other Capital Instruments	-	17,384	7,509,926	-	-	7,527,309

Portfolio Category	45%	75%	85%	100%	Other	Net Bills After FKK and MRK Tech
8 Bills on Micro Businesses, Small Businesses, and Retail Portfolios	2,494,984	582,081,235	47,399,994	10,291,406	-	342,164,533

	65% <sup>5)</sup>	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Tech
	-	29,046,645	25,446,144	12,147,387	-	5,607,359	-	-	-	-	132,197,415
	-	29,046,645	7,615,196	627,969	-	5,386,184	-	-	-	-	101,567,373
	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-	-	-



Portfolio Category	0% <sup>5)</sup>	20%	25%	30%	35%	40%	45%	50%	60%
using a credit sharing approach (guaranteed) <sup>5)</sup>	-	-		-		-		-	
Residential Property-Backed Loans whose Payments Depend Materially on the Property's Cash Flows				-	-				-
Commercial Property-Backed Loans Where Payments Are Not Materially Dependent on Property Cash Flows	-	-		-		-		-	4,753,212
without credit sharing approach <sup>5)</sup>	-	-		-		-		-	-
using a credit sharing approach (guaranteed) <sup>5)</sup>									-
using a credit sharing approach (guaranteed) <sup>5)</sup>	-	-		-		-		-	
Commercial Property-Backed Loans Where Payments Depend Materially on the Property's Cash Flows									
Land Acquisition, Land Processing and Construction Credit <sup>5)</sup>									

Portfolio Category	50%	100%	150%	Other	Net Bills After FKK and MRK Tech
10 Claims That Have Been Due	11,730,277	40,695,417	33,238,739	-	82,191,832

Portfolio Category	0%	20%	100%	150%	1250% <sup>5)</sup>	Other	Net Bills After FKK and MRK Tech
11 Aset Lainnya	32,169,703	-	95,578,848	59,347	-	-	127,807,899

No	Risk Weight	Net Bills Report Financial Position	TRA Net Bill (before imposition of FKK)	Average FKK	Net Bill (After imposition of FKK and MRK Technique)
1	< 40%	496,868,350	2,503,470	2,503,470	487,536,109
2	40% -70%	335,010,325	48,105,290	5,488,661	860,066,705
3	75%	606,470,236	3,476,692	347,669	306,469,968
4	85%	96,520,098	10,413,044	1,487,578	104,811,035
5	90% -100%	269,974,756	49,489,813	2,749,434	1,580,870,523
6	105% -130%	8,521,092	263,211	263,211	1,589,521,080
7	150%	39,713,993	1,316,326	263,265	37,826,302
8	250%	7,509,926	-	-	7,509,926
9	400%	-	-	-	-
10	1250%	-	-	-	-
11	<b>Total Net Bills</b>	<b>1,860,588,776</b>	<b>115,567,846</b>	<b>13,103,288</b>	<b>4,974,611,648</b>

	65% <sup>5)</sup>	70%	75%	85%	90%	100%	105%	110%	150%	Other	Net Bills After FKK and MRK Tech
	-		-	-		-			-	-	-
			-				-		-	-	-
	-		17,830,948	11,519,419		221,175			-	-	30,630,042
										-	-
										-	-
	-		-	-		-			-	-	-
		-						-	-	-	-
						2,050,967			7,714,849	-	9,282,641

#### Additional Disclosure

- 1) In this table, the Bank divides net claims based on portfolio categories and risk weights as in Appendix A of the Letter This Financial Services Authority Circular.
- 2) "Average FKK" is the average amount of net claims multiplied by the FKK for each risk weight.
- 3) "Net Bills After Implementing FKK and MRK Techniques" is the net bill after taking into account FKK and impacts application of MRK techniques to exposures in the statement of financial position and TRA.
- 4) The amount of "Total Net Bills (After applying FKK and MRK Technique)" in this table must be the same as the total in column c ("Bills Net After application of FKK and MRK Technique- Statement of Financial Position") and column d ("Net Receivables After application of FKK and MRK-TRA Technique") in table CR4.
- 5) The table "Bank Consolidated with Subsidiaries" is filled in if the Bank has subsidiaries that are included in the scope consolidation in accordance with prudential provisions. Meanwhile, if the Bank does not have a subsidiary, the Bank only discloses it table "Banks Individually".
- 6) "Additional Disclosures" is filled with an explanation of significant changes (if any) from the previous reporting period and the main causes of these changes. Apart from that, the Bank must also explain the order of imposition of FKK, CKPN, etc MRK technique used.
- 7) Footnotes:
  - <sup>1)</sup> These are claims that fall within the portfolio category of claims to securities companies and service institutions other finance as in Appendix A of this Financial Services Authority Circular Letter.
  - <sup>2)</sup> Represents claims that are included in the scope of the portfolio category of claims to general corporate exposure corporations as in Appendix A of this Financial Services Authority Circular Letter (excluding point <sup>3)</sup> and point <sup>4)</sup>.
  - <sup>3)</sup> Represents claims to securities companies and other financial service institutions that are not included in the portfolio category as number <sup>1)</sup>.
  - <sup>4)</sup> Represents claims that fall within the scope of the category of claims to special financing exposure corporations (with and without rating) as in Appendix A of this Financial Services Authority Circular Letter.
  - <sup>5)</sup> Not applicable in accordance with this Financial Services Authority Circular Letter.



## Market Risk

### Disclosure of Market Risk Using Standard Methods

As a bank that meets the criteria in accordance with Otoritas Jasa Keuangan Regulation No.34 /POJK.03/2016 concerning Amendments to Otoritas Jasa Keuangan Regulation Number 11/POJK.03/2016 concerning Minimum Capital Requirements for

Commercial Banks, BRI regularly discloses market risks using the Standard Method which is reported monthly to the Otoritas Jasa Keuangan, while consolidated positions with Subsidiaries are reported quarterly.

Table of Disclosure of Market Risk Using the Standard Method

No.	Risk Type	December 31, 2023				December 31, 2022				
		Individual		Consolidated		Individual		Consolidated		
		Capital Expense	RWA	Capital Expense	RWA	Capital Expense	RWA	Capital Expense	RWA	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
1	Interest Rate Risk									
	a. Specific Risk	4,142	51,773	10,667	133,342	3,696	46,204	9,774	122,180	
	b. General Risk	108,043	1,350,542	112,655	1,408,185	78,487	981,082	83,582	1,044,769	
2	Exchange Rate Risk	156,540	1,956,750	249,105	3,113,812	167,272	2,090,904	284,579	3,557,241	
3	Equity Risk*)			24,074	300,921	-	-	35,329	441,608	
4	Commodity Risk*)					-	-	-	-	
5	Option Risk	227	2,837	227	2,837	-	-	-	-	
	<b>Total</b>	<b>268,952</b>	<b>3,361,902</b>	<b>396,728</b>	<b>4,959,097</b>	<b>249,455</b>	<b>3,118,189</b>	<b>413,264</b>	<b>5,165,797</b>	

\*) For banks owning subsidiaries that had the risk exposure in question

Market risk calculations refers to the provisions regarding guidelines for using standard methods in calculating KPMM for Commercial Banks by taking market risk into account.

In addition to the standard method above, currently BRI also calculates market risk using an internal method with a Value at

Risk (VaR) calculation which showed a value that describes the maximum potential loss experienced by the Bank as a result of market movements that affected the Bank's risk exposure in normal market conditions with a 99% confidence level. The methodology used in calculating VaR currently used the historical VaR method.

Table of Market Risk Disclosure Using Internal Models (Value at Risk/VaR) - Bank Individually

(in millions of rupiah)

No	Risk Type	December 31, 2023				December 31, 2022			
		Average VaR	Minimum VaR	Maximum VaR	VaR End of Period	Average VaR	Minimum VaR	Maximum VaR	VaR End of Period
1	Interest rate	226,724	120,293	333,276	206,473	71,324	28,411	150,840	60,118
2	Exchange rate	32,180	114	67,411	22,430	19,041	121	184,177	17
	<b>Total</b>	<b>258,904</b>	<b>120,407</b>	<b>400,687</b>	<b>228,908</b>	<b>90,365</b>	<b>28,532</b>	<b>335,017</b>	<b>60,135</b>

## Disclosure of Interest Rate Risk Exposure In Banking Book (IRRBB)

Interest rate risk in the banking book is a risk resulting from movements in interest rates in the market that are contrary to the position of the banking book, which has the potential to have an impact on the Bank's capital and income both now and in the future.

In calculating interest rate risk, BRI applies guidelines in accordance with SEOJK number 12/SEOJK.03/2018 concerning "Implementation of Risk Management and Risk Measurement Standard Approaches for Interest Rate Risk in the Banking Book

for Commercial Banks". The method used by banks in measuring IRRBB Risk is as follows:

1. Measurement based on changes in the economic value of equity or  $\Delta$ EVE, namely a method that measures the impact of changes in interest rates on the economic value of Bank equity; And
2. Measurement based on changes in net interest income or  $\Delta$ NII, which is a method that measures the impact of changes in interest rates on Bank income.

Table of Disclosure of Individual Bank Interest Rate Risk in Banking Book (IRRBB) Exposure

In IDR Million	$\Delta$ EVE		$\Delta$ NII	
	T	T - 1	T	T - 1
Parallel Up	(15,434,868)	(15,433,340)	(14,675,909)	(15,822,557)
Parallel Down	15,984,479	15,978,908	13,586,504	14,762,171
Steeper	(7,978,955)	(7,836,979)	-	-
Flattener	4,246,597	4,110,512	-	-
Short Rate Up	(3,317,921)	(3,427,258)	-	-
Short Rate Down	3,330,907	3,440,991	-	-
Negative Maximum Value (absolute)	15,434,868	15,433,340	14,675,909	15,822,557
Tier 1 Capital ( for $\Delta$ EVE) or Projected Income (for $\Delta$ NII)	240,117,433	235,188,160	102,831,737	101,016,362
Maximum Value divided by Tier 1 Capital (for $\Delta$ EVE) or Projected Income (for $\Delta$ NII)	6.43%	6.56%	14.27%	15.66%

### Qualitative Analysis

Interest Rate Risk in the Banking Book (IRRBB) is a risk resulting from movements in interest rates in the market that are contrary to the position of the Banking Book, which has the potential to have an impact on BRI's capital and profitability both now and in the future. The risk of movement in BRI interest rates occurs because asset interest rates adjust more slowly than liability interest rates. This risk is due to BRI's asset composition which is dominated by fixed interest rates and has longer repricing maturities.

In mitigating IRRBB risk, BRI formulates a strategy for managing the impact of interest rate movements through the Asset and Liability Management (ALCO) and Risk Management Committee (RMC) committees. ALCO is held every month to discuss asset and liability management strategies, including balanced pricing, assets allocation, funding mix, gap management and capital management. RMC is carried out regularly every month with discussion of updated market conditions, market risk profiles and the latest risk issues.

BRI calculates IRRBB quarterly using the Economic Value of Equity (EVE) and Net Interest Income (NII) methods. The EVE method used a long-term perspective in calculating the sensitivity of interest rates to BRI Tier 1 capital. This EVE method has been in accordance with the guidelines from the Otoritas Jasa Keuangan. Meanwhile, the NII method applies a short-term perspective in calculating the sensitivity of interest rates to BRI's estimated income in the next year.



### Qualitative Analysis

The scenario used in calculating IRRBB was as follows:

- Parallel Up (400 bps)
- Parallel Down (400 bps)
- Steeper (350 bps)
- Flattener (350 bps)
- Short Rate Up (500 bps)
- Short Rate Down (500 bps)

In calculating IRRBB, BRI applies the following main modeling and parametric assumptions:

- Cash flow calculations, instruments with floating interest rates use risk free sourced from Government Bonds IDR and Government Bonds USD. The margin used was sourced from the average margin of each instrument. Meanwhile, instruments with fixed interest rates used the effective interest rate as the basis for determining cash flow.
- Non Maturity Deposit (NMD) accounts consisting of current accounts and savings were placed in the overnight time bucket, 3 - 4 year time bucket and 4 - 5 year time bucket in accordance with the maximum caps determined by the regulator. NMD placed in the longest time bucket becomes a BRI core fund which has a lower interest rate sensitivity than non-core funds placed in the overnight time bucket.
- Determining prepayment risk based on historical data according to loan segments and products within a period considered adequate. The baseline calculation of the prepayment percentage is the average of the total loan balances paid off before maturity to the total loan balances in each segment. Meanwhile, in determining early redemption, the method uses a historical approach to the report position to determine the deposit balance paid off before maturity within a certain period of time against the total deposit balance for the current month.
- Apart from modeling prepayment risk and early redemption, BRI also determines internal modeling for NPL accounts. Commercial Retail NPL with a maximum ceiling of IDR5 billion was placed in a time bucket of 3.5 years. Meanwhile, Medium Corporate NPLs with a ceiling above IDR5 billion were placed in the 3 year time bucket. NPL accounts were non-rate where the estimated cash flow did not take interest into account.
- IRRBB calculations used rupiah and USD. Foreign currencies other than these currencies were aggregated into the USD calculation.

### Qualitative Analysis

Current accounts and savings are savings that do not have a term and contractually have an overnight maturity. Meanwhile, behaviorally, BRI places current and savings accounts in the overnight time bucket, 3 - 4 year time bucket and 4 - 5 year time bucket. Distribution of BRI Non Maturity Deposits according to the time period of December 31, 2023:

- Current Account; Overnight time bucket (61.51%), 3 - 4 year time bucket (29.15%) and 4 - 5 year time bucket (9.33%).
- Savings; Overnight time bucket (18.66%) and 4 - 5 year time bucket (81.34%).

**Table of Disclosure of Bank Consolidated Interest Rate Risk in Banking Book (IRRBB) Exposure**

In Million Rupiah	Δ EVE		Δ NII	
	T	T - 1 (June)	T	T - 1 (June)
Parallel Up	(15,704,299)	(14,649,811)	(15,111,678)	(15,101,794)
Parallel Down	16,262,347	15,169,505	14,037,969	14,028,086
Steeper	(8,115,636)	(7,433,348)	-	-
Flattener	4,317,594	3,897,117	-	-
Short Rate Up	(3,377,911)	(3,257,837)	-	-
Short Rate Down	3,391,191	3,270,707	-	-
Negative Maximum Value (absolute)	15,704,299	14,649,811	15,111,678	15,101,794
Tier 1 Capital ( for Δ EVE) or Projected Income (for Δ NII)	243,313,025	230,762,254	99,302,625	99,213,915
Maximum Value divided by Tier 1 Capital (for Δ EVE) or Projected Income (for Δ NII)	6.45%	6.35%	15.22%	15.22%

### Qualitative Analysis

- 1 Interest Rate Risk in the Banking Book (IRRBB) is a risk resulting from movements in interest rates in the market that are contrary to the position of the Banking Book, which has the potential to have an impact on BRI's capital and profitability both now and in the future. The risk of movement in BRI interest rates occurs because asset interest rate adjustments are slower than liability interest rate adjustments due to BRI's asset composition being dominated by fixed interest rates and having longer repricing maturities.
- 2 In mitigating IRRBB risk, BRI formulates a strategy for managing the impact of interest rate movements through the Assets and Liability Management (ALCO) committee and the Integrated Risk Management Committee (RMC). ALCO is held every month to discuss asset and liability management strategies, including balanced pricing, assets allocation, funding mix, gap management and capital management. Meanwhile, Integrated RMC is carried out bank wide with subsidiary companies to discuss market risk profile assessments and the latest risk issues.
- 3 BRI calculates the Consolidated IRRBB semi-annually using the Economic Value of Equity (EVE) and Net Interest Income (NII) methods. The EVE method uses a long-term perspective in calculating interest rate sensitivity to BRI Tier 1 capital and has been adjusted to the guidelines from the Otoritas Jasa Keuangan. Meanwhile, the NII method uses a short-term perspective in calculating the sensitivity of interest rates to BRI's estimated income in one year.
- 4 The scenario used in calculating BRI's IRRBB is as follows:
  - a. Parallel Up (400 bps)
  - b. Parallel Down (400 bps)
  - c. Steepener (350 bps)
  - d. Flattener (350 bps)
  - e. Short Rate Up (500 bps)
  - f. Short Rate Down (500 bps)
- 5
  - a. In calculating cash flows, instruments for assets and liabilities with floating interest rates use risk free sources from Government Bonds IDR and Government Bonds USD. The margin used comes from the average margin of each instrument segment. Asset and liability instruments with fixed interest rates use the yield reference charged on the instrument as the basis for determining cash flow.
  - b. Non Maturity Deposit (NMD) accounts, namely current and savings accounts placed on an overnight period, a time scale of 3 - 4 years and 4 - 5 years in accordance with the maximum caps determined by the regulator. NMD placed on the longest time scale is a BRI core fund which has a lower interest rate sensitivity than non-core funds placed on an overnight time scale.
  - c. Determining prepayment risk based on historical data according to loan segments and products within a period that is considered adequate. The baseline calculation of the prepayment percentage is the average of the total loan balances paid off before maturity to the total loan balances per each segment. Meanwhile, in determining early redemption, use a historical approach with adequate data sources and other relevant approaches. The baseline percentage used in early redemption is the deposit balance that is paid off before maturity within a certain period of time against the total deposit balance for the current month.
  - d. IRRBB calculations use rupiah and USD. All currencies other than these currencies are aggregated into the USD calculation.

### Quantitative Analysis

- 1 Current accounts and savings are savings that do not have a term and contractually have an overnight maturity. Behaviorally, BRI consolidatedly places current and savings accounts as of December 31 2023 in 3 separate time buckets, namely:
  - a. Overnight (non corefund), Current Account (61.53%) and Savings (18.77%)
  - b. 3 - 4 years (corefund), Current Account (29.16%) and Savings (0.03%)
  - c. 4 - 5 years (corefund), Current Account (9.31%) and Savings (81.20%)

In addition to disclosing IRRBB exposure, exchange rate risk disclosure is also carried out. Exchange rate risk arises due to movements in market exchange rates that are contrary to BRI's foreign exchange position. Exchange rate risk originates from assets and liabilities on the Bank's balance sheet in foreign currency, foreign exchange transactions with customers and counterparties which result in open

positions in foreign currency, as well as structural positions in foreign currency due to capital investments. BRI managed exchange rate risk by monitoring and managing Net Foreign Exchange Position (PDN) in accordance with risk limits and regulations with the actual position as of the end of December 2023. BRI's absolute PDN was 0.76% of capital.



## Liquidity Risk

Risks caused by the Bank's inability to meet maturing obligations from cash flow funding sources, and/or from high quality liquid assets that can be pledged, without disrupting the Bank's activities and financial condition. BRI manages liquidity risk by

measuring the short-term and long-term liquidity adequacy ratios faced by the Bank using the Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). The disclosure of LCR and NSFR ratios is presented in the following tables.

### Liquidity Risk Disclosure

#### Liquidity Coverage Ratio (LCR)

Tabel LCR

No	Component	Individual			
		December 31, 2023		September 31, 2023	
		Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.
1	Number of data points used in LCR calculations		92 days		92 days
<b>HIGH QUALITY LIQUID ASSET (HQLA)</b>					
2	Total High Quality Liquid Asset (HQLA)		351,342,966		316,035,475
<b>CASH OUTFLOW</b>					
3	Individual customer deposits and funding from Micro Business and Small Business customers, consisting of:	603,604,751	34,238,797	597,331,363	33,770,169
	a. Stable savings/funding	522,433,561	26,121,678	519,259,342	25,962,967
	b. Less stable Savings/Funding	81,171,190	8,117,119	78,072,021	7,807,202
4	Funding from corporate customers consists of:	541,386,176	176,306,736	505,656,921	168,003,655
	a. Operational savings	286,139,700	70,964,901	254,488,843	63,070,354
	b. Non-operational savings and/or other non-operational liabilities	255,087,648	105,183,006	248,825,530	102,590,752
	c. Securities in the form of debt securities issued by banks	158,829	158,829	2,342,548	2,342,548
5	Funding with collateral (secured funding)	6,484,306	838,982	16,710,649	1,977,271



(in millions of Rupiah)

Consolidation				
December 31, 2023			September 31, 2023	
	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.
		92 days		92 days
		356,403,626		320,997,995
	605,773,609	34,409,909	599,526,286	33,940,880
	523,349,033	26,167,452	520,234,968	26,011,748
	82,424,575	8,242,458	79,291,318	7,929,132
	545,054,594	178,033,997	508,768,329	169,489,916
	287,103,998	71,193,042	255,187,685	63,236,131
	257,791,767	106,682,126	251,238,096	103,911,236
	158,829	158,829	2,342,548	2,342,548
	6,668,534	838,982	16,917,784	1,977,271



No	Component	Individual			
		December 31, 2023		September 31, 2023	
		Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.
6	Other cash outflows (additional requirements), consisting of:	310,133,572	32,961,162	296,310,182	31,386,340
	a. Cash outflow on derivative transactions	16,807,160	16,807,160	12,433,827	12,433,827
	b. Cash outflow due to increased liquidity needs	-	-	-	-
	c. Cash outflow due to loss of funding	-	-	-	-
	d. Cash outflow from drawdown of loan facility commitments and liquidity facilities	112,222,694	10,173,264	111,997,279	10,077,859
	e. Cash outflow for other contractual obligations related to distribution of funds	-	-	-	-
	f. Cash outflow of other funding contingent liabilities	180,539,155	5,416,175	168,045,797	5,041,374
	g. Other contractual cash outflows	564,563	564,563	3,833,280	3,833,280
7	<b>TOTAL CASH OUTFLOW</b>		244,345,678		235,137,435
<b>CASH INFLOW</b>					
8	Loans with collateral Secured lending	9,487,289	-	4,404,225	-
9	Bill from the counterparty	13,928,134	6,964,175	13,543,863	6,772,045
10	Other cash inflows	20,016,159	20,016,159	16,515,058	16,515,058
11	<b>TOTAL CASH INFLOW</b>		26,980,334		23,287,103
			<b>TOTAL ADJUSTED VALUE1</b>		<b>TOTAL ADJUSTED VALUE1</b>
12	<b>TOTAL HQLA</b>		351,342,966		316,035,475
13	<b>TOTAL NET CASH OUTFLOWS</b>		217,365,343		211,850,332
14	<b>LCR (%)</b>		161.64%		149.18%

**Information**

Adjusted values are calculated after applying haircuts, run-off rates and inflow rates as well as maximum limits for HQLA components, for example the maximum limit for HQLA Level 2B and HQLA Level 2 as well as the maximum limit for cash inflow that can be considered in the LCR.

Consolidation				
December 31, 2023			September 31, 2023	
	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.	Outstanding value of obligations and commitments/value of contractual claims	HQLA value after haircut, outstanding obligations and commitments multiplied by run-off rate or contractual receivable value multiplied by inflow rate.
	310,438,865	33,136,699	296,481,173	31,410,875
	16,807,160	16,807,160	12,433,827	12,433,827
	-	-	-	-
	-	-	-	-
	112,376,628	10,198,048	112,167,995	10,102,387
	150,735	150,735	-	-
	180,539,780	5,416,193	168,046,071	5,041,382
	564,563	564,563	3,833,280	3,833,280
		246,419,587		236,818,942
	9,487,289	-	4,404,225	-
	14,025,297	7,016,451	13,650,064	6,828,530
	20,034,220	20,025,190	16,532,711	16,523,884
		27,041,641		23,352,414
		<b>TOTAL ADJUSTED VALUE<sup>1</sup></b>		<b>TOTAL ADJUSTED VALUE<sup>1</sup></b>
		356,403,626		320,997,995
		219,377,946		213,466,528
		162.46%		150.37%



### Individual Analysis

- BRI's Individual Liquidity Coverage Ratio (LCR) for the fourth quarter of 2023 was 161.64%, an increase of 12.46% compared to the third quarter of 2023 position of 149.18%. This increase in ratio was caused by:
  - The increase in HQLA was IDR35.31 trillion or 11.17%, dominated by:
    - Increase in Cash and Cash Equivalents component by IDR0.70 trillion,
    - Increase in the placement component with Bank Indonesia that can be withdrawn during stressful conditions amounting to IDR32.07 trillion, and
    - Increase in components of Securities issued by the Central Government and Bank Indonesia in Rupiah and Foreign Currency by IDR2.81 trillion.
  - Increase in Net Cash Outflow (NCO) of IDR5.52 trillion or 2.60% which is the difference between Cash Outflow and Cash Inflow. Total Cash Outflow increased by IDR9.21 trillion, dominated by:
    - Increase in the Amount of Individual Customer Deposit Withdrawals amounting to IDR0.33 trillion,
    - Increase in the number of Micro and Small Business Funding Withdrawals by IDR0.14 trillion,
    - Increase in the Number of Withdrawals originating from Corporate Customers amounting to IDR8.30 trillion,
    - Decrease in the Amount of Funding Withdrawals with Collateral (Secured Funding) amounting to IDR1.14 trillion, and
    - Increase in the number of withdrawals related to other cash outflows (Additional Requirements) amounting to IDR1.57 trillion.
 Total Cash Inflows increased by IDR3.69 trillion from:
    - Increase in Total Cash Inflow based on counterparty amounting to IDR0.19 trillion, and
    - Increase in the amount of other cash inflows originating from derivative transactions amounting to IDR3.51 trillion.
- The composition of BRI's HQLA is dominated by Level 1 assets amounting to IDR350.77 trillion or 99.84% consisting of cash components, Liquidity Reserves at Bank Indonesia (GWM and Placements with BI) and Securities classified as level 1 assets. Meanwhile, the composition of level 2 assets was IDR0.57 trillion or 0.16%.
- The majority of BRI's funding sources (Bank Only) during Quarter IV 2023 came from CASA amounting to 64.56% with the following composition:

Funding Source Components	Composition
Demand Deposits	25.65%
Savings	38.91%
<b>CASA</b>	<b>64.56%</b>
Deposits	35.44%
<b>Total</b>	<b>100.00%</b>

- BRI has a management strategy, early warning indicator, and Contingency Funding Plan related to Liquidity risk. Liquidity risk management was carried out by calculating cash flow projections, maturity profiles, monitoring liquidity limits and carrying out periodic liquidity stress testing.
- Liquidity risk management and contingency funding plan simulations were carried out by the Liquidity Continuity Management Team. Determination and monitoring of limits as an early warning indicator of liquidity as well as the implementation of periodic liquidity stress testing were carried out by the risk management work unit. Apart from that, currently BRI has an Action Plan (Recovery Plan), which is one of the enhancement steps in the Implementation of Risk Management and in compliance with Regulatory provisions.

### Consolidated Analysis

- BRI's consolidated Liquidity Coverage Ratio (LCR) position in Quarter IV 2023 was 162.46%, an increase of 12.09% compared to the position in Quarter III 2023 of 150.37%. The decrease in this ratio was caused by:
  - The increase in HQLA was IDR35.41 trillion or 11.03%, dominated by:
    - Increase in Cash and Cash Equivalents component by IDR0.70 trillion,
    - Increase in the placement component with Bank Indonesia that can be withdrawn during stressful conditions amounting to IDR32.12 trillion, and
    - Increase in the component of Securities issued by the Central Government and Bank Indonesia in Rupiah and Foreign Currency by IDR2.88 trillion.
  - Increase in Net Cash Outflow (NCO) of IDR5.91 trillion or 2.77% which is the difference between Cash Outflow and Cash Inflow. Total Cash Outflow increased by IDR9.60 trillion, dominated by:
    - Increase in the Amount of Individual Customer Deposit Withdrawals amounting to IDR0.33 trillion,
    - Increase in the number of Micro and Small Business Funding Withdrawals by IDR0.14 trillion,
    - Increase in the Number of Withdrawals originating from Corporate Customers amounting to IDR8.54 trillion,
    - Decreased Amount of Funding Withdrawals with Collateral (Secured Funding) amounting to IDR1.14 trillion, and
    - Increase in the number of withdrawals related to other cash outflows (Additional Requirements) amounting to IDR1.73 trillion.
 Total Cash Inflows increased by IDR3.69 trillion from:
    - Increase in Total Cash Inflow based on counterparty amounting to IDR0.19 trillion, and
    - Increase in other cash inflows originating from derivative transactions amounting to IDR3.50 trillion.
- The composition of BRI Consolidated HQLA (Bank Only) is dominated by Level 1 assets amounting to IDR355.55 trillion or 99.76% consisting of Cash components, Liquidity Reserves at Bank Indonesia (GWM and Placements with BI) and Securities classified as level 1 assets. Meanwhile, the composition of level 2 assets is IDR0.85 trillion or 0.24%.
- The majority of BRI (Consolidated) funding sources during Quarter IV 2023 came from CASA amounting to 64.34% with the following composition:

Funding Source Components	Composition
Demand Deposits	25.56%
Savings	38.78%
<b>CASA</b>	<b>64.34%</b>
Deposits	35.66%
<b>Total</b>	<b>100.00%</b>

- BRI has consolidatedly set limits related to liquidity risk. Liquidity risk management was carried out by monitoring the liquidity risk limits of BRI and Subsidiaries as well as carrying out periodic liquidity stress testing.
- BRI regularly coordinated with Subsidiaries regarding monitoring of predetermined liquidity risk limits. In addition, BRI regularly holds meetings with Subsidiaries in the Integrated Risk Management Committee forum in which one of the agendas was to discuss BRI's liquidity conditions on a consolidated basis and discussing follow-up plans for liquidity issues that impact BRI on a consolidated basis.

## Net Stable Funding Ratio (NSFR)

Table of Individual NSFR

(in millions of Rupiah)

ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
<b>1 Capital</b>									<b>311,667,821</b>
1,1 Capital for Commercial Banks headquartered in Indonesia	-		-		-		-		
1.1.1 Core Capital (Tier 1)	299,999,117	100%	-	n.a	-	n.a	-	n.a	299,999,117
1.1.2 Complementary Capital (Tier 2)	11,668,704	100%	-	0%	-	0%	-	100%	11,668,704
1,2 Capital for Foreign Bank Branch Offices	-	100%	-	0%	-	0%	-	100%	
1,3 Other capital instruments	-	100%	-	0%	-	0%	-	100%	
<b>2 Deposits from individual customers:</b>									<b>610,471,048</b>
2,1 Stable Savings	-		-		-		-		
2.1.1 Savings Without Term (Giro, Savings)	483,461,513	95%	-	n.a	-	n.a	-	n.a	459,288,437
2.1.2 Savings with a term (deposits)	0	n.a	78,275,528	95%	5,304,332	95%	869,903	100%	80,270,770
2,2 Less Stable Savings	-		-		-		-		
2.2.1 Savings Without Term (Giro, Savings)	23,964,169	90%	-	n.a	-	n.a	-	n.a	21,567,752
2.2.2 Savings with a term (deposits)	-	n.a	43,828,033	90%	9,967,630	90%	927,993	100%	49,344,090
<b>3 Funding from micro and small business customers:</b>									<b>46,024,881</b>
3,1 Stable Savings	-		-		-		-		
3.1.1 Savings Without Term (Giro, Savings)	39,415,505	95%	-	n.a	-	n.a	-	n.a	37,444,729
3.1.2 Savings with a term (deposits)	-	n.a	2,783,209	95%	384,853	95%	83,118	100%	3,092,777
3,2 Less Stable Savings	-		-		-		-		
3.2.1 Savings Without Term (Giro, Savings)	4,698,516	90%	-	n.a	-	n.a	-	n.a	4,228,664
3.2.2 Savings with a term (deposits)	-	n.a	1,242,699	90%	128,562	90%	24,575	100%	1,258,710
<b>4 Funding from corporate customers:</b>									<b>321,819,372</b>
4,1 Operational savings	319,465,092	50%	-	50%	-	50%	-	100%	159,732,546
4,2 Non-operational deposits and/or other non-operational liabilities from:	-		-		-		-		<b>162,086,826</b>
4.2.1 Non-financial companies	-	0%	169,499,577	50%	54,446,480	50%	1,919,103	100%	113,892,132
4.2.2 Indonesian government	-	0%	140,000	50%	34,500	50%	-	100%	87,250
4.2.3 Governments of other countries	-	0%	-	50%	-	50%	-	100%	-



ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
4.2.4 Public sector entities	-	0%	18,790,908	50%	8,314,932	50%	147,196	100%	13,700,117
4.2.5 Multilateral development bank	-	0%	28,718	50%	-	50%	-	100%	14,359
4.2.6 Bank Indonesia	-	0%	-	0%	-	50%	-	100%	-
4.2.7 Central banks of other countries	-	0%	-	0%	-	50%	-	100%	-
4.2.8 Financial institutions	-	0%	51,510,779	0%	10,798,302	50%	9,958,301	100%	15,357,452
4.2.9 Other	-	0%	7,698,500	0%	8,035,450	50%	15,017,791	100%	19,035,516
<b>5 Liabilities that have a dependency relationship with certain assets</b>	-	0%	-	0%	-	0%	-	0%	-
<b>6 Other liabilities and equity:</b>									<b>10,720,794</b>
6.1 NSFR Derivative Liabilities	-				-			0%	-
6.2 Deferred tax liabilities	-	100%	14,196,379	0%	-	50%	-	100%	-
6.3 Non-controlling interests that do not meet the requirements to be counted as primary core capital (Tier 1)	-	100%	-	0%	-	50%	-	100%	-
6.4 Trade date payable	-	0%	-	0%	-	0%	-	0%	-
6.5 Equity and other liabilities not included in the above categories, including other liabilities without a term*)	63,747,501	0%	22,104,442	0%	2,867,894	50%	9,286,847	100%	10,720,794
<b>7 Total ASF</b>									<b>1,300,703,916</b>

Table of Individual NSFR

(in millions of Rupiah)

ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
<b>Assets On The Balance Sheet</b>									
<b>1 Total HQLA in the framework of NSFR calculations</b>									<b>10.174.021</b>
1,1 HQLA Level 1	376.236.737		16.661.436		1.551.000		21.161.019		10.070.923
1.1.1 Cash and cash equivalents	30.858.125	0%	-	n.a	-	n.a	-	n.a	-
1.1.2 Placement with Bank Indonesia	345.378.612	0%	-	0%	-	0%	-	0%	-
1.1.3 HQLA Level 1 excludes assets that receive a 0% RSF factor	-		16.661.436		1.551.000		21.161.019		
1.1.3.1 Free from all claims (unencumbered)	-	n.a	7.720.736	5%	0	5%	13.367.019	5%	1.054.388

ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
1.1.3.2	Not free from all claims (encumbered), based on the remaining asset binding period	-	n.a	8.940.700	5%	1.551.000	50%	7.794.000	100%	9.016.535
1,2	HQLA Level 2A	-		244.000		80.000		327.190		97.679
1.2.1	Free from all claims (unencumbered)	-	n.a	244.000	15%	80.000	15%	327.190	15%	97.679
1.2.2	Not free from all claims (encumbered), based on the remaining asset binding period	-	n.a	-	15%	-	50%	-	100%	-
1,3	HQLA Level 2B	-		-		-		10.839		5.420
1.3.1	Free from all claims (unencumbered)	-	n.a	-	50%	-	50%	10.839	50%	5.420
1.3.2	Not free from all claims (encumbered), based on the remaining asset binding period	-	n.a	-	50%	-	50%	-	100%	-
<b>2</b>	<b>Savings or placement of funds with other financial institutions for operational activities</b>									<b>11.728.574</b>
2,1	Free from all claims (unencumbered)	23.457.149	50%	-	50%	-	50%	-	100%	11.728.574
2,2	Not free from all claims (encumbered)	-		-		-		-		
2.2.1	The remaining asset binding period is <6 months	-	50%	-	50%	-	50%	-	100%	-
2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	50%	-	50%	-	50%	-	100%	-
2.2.3	Remaining asset binding period ≥ 1 year	-	100%	-	100%	-	100%	-	100%	-
<b>3</b>	<b>Loans in the Current and Special Mention category (performing) and non-default securities</b>									<b>821.658.979</b>
<b>3,1</b>	<b>Loans in the Current and Special Mention category (performing):</b>									<b>812.521.187</b>
3.1.1	Financial institutions insured by HQLA Level 1 that meet the requirements	-		14.261.942		-		-		1.426.194
3.1.1.1	Free from all claims (unencumbered)	-	n.a	14.261.942	10%	-	50%	-	100%	1.426.194
3.1.1.2	Not free from all claims (encumbered)	-		-		-		-		
3.1.1.2.1	The remaining asset binding period is <6 months	-	n.a	-	10%	-	50%	-	100%	-



ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value	
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year			
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor		
3.1.1.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n.a	-	50%	-	50%	-	100%	-
3.1.1.2.3	The remaining asset binding period is ≥ 1 year	-	n.a	-	100%	-	100%	-	100%	-
3.1.2	Non-HQLA Level 1 insured financial institutions that meet the requirements	-		-		-		-		-
3.1.2.1	Free from all claims (unencumbered)	-	n.a	-	15%	-	50%	-	100%	-
3.1.2.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.2.2.1	The remaining asset binding period is < 6 months	-	n.a	-	15%	-	50%	-	100%	-
3.1.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n.a	-	50%	-	50%	-	100%	-
3.1.2.2.3	The remaining asset binding period is ≥ 1 year	-	n.a	-	100%	-	100%	-	100%	-
3.1.3	Financial institutions and without collateral, including placement of funds (without term and with term) in other financial institutions and not for operational activities	-		-		-		-		-
3.1.3.1	Free from all claims (unencumbered)	-	15%	-	15%	-	50%	-	100%	-
3.1.3.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.3.2.1	The remaining asset binding period is < 6 months	-	n.a	-	15%	-	50%	-	100%	-
3.1.3.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n.a	-	50%	-	50%	-	100%	-
3.1.3.2.3	The remaining asset binding period is ≥ 1 year	-	n.a	-	100%	-	100%	-	100%	-
3.1.4	Non-financial companies, individual customers and micro and small business customers, the Government of Indonesia, governments of other countries, public sector entities and other loans, including:	-		80.298.479		90.885.636		766.507.242		737.047.496
3.1.4.1	A risk weight of ≤ 35% was applied in calculating credit risk RWA using the standard approach	-		802.081		-		378.586		647.122
3.1.4.1.1	Free from all claims (unencumbered)	-	n.a	802.081	50%	-	50%	378.586	65%	647.122
3.1.4.1.2	Not free from all claims (encumbered)	-		-		-		-		-



ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
3.1.4.1.2.1	The remaining asset binding period is <6 months	-	n,a	-	50%	-	50%	-	65%	-
3.1.4.1.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	65%	-
3.1.4.1.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.4.2	A risk weight of > 35% is applied in calculating credit risk RWA using the standard approach	-		79,496,398		90,885,636		766,128,656		736,400,374
3.1.4.2.1	Free from all claims (unencumbered)	-	n,a	79,496,398	50%	90,885,636	50%	766,128,656	85%	736,400,374
3.1.4.2.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.4.2.2.1	remaining asset binding period < 6 months	-	n,a	-	50%	-	50%	-	85%	-
3.1.4.2.2.2	remaining asset binding period ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	85%	-
3.1.4.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.5	Receivables (including loans) to Bank Indonesia and central banks of other countries with a remaining term of less than 1 year other than securities issued or guaranteed by Bank Indonesia and central banks of other countries	-		-		-		-		-
3.1.5.1	Free from all claims (unencumbered)	-	n,a	-	0%	-	50%			-
3.1.5.2	Not free from all claims (encumbered)	-		-		-				-
3.1.5.2.1	The remaining asset binding period is <6 months	-	n,a	-	0%	-	50%			-
3.1.5.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%			-
3.1.5.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%			-
3.1.6	Receivables from Bank Indonesia and central banks of other countries (example: securities issued by Bank Indonesia and central banks of other countries)	-		-		-		-		-
3.1.6.1	Free from all claims (unencumbered)	-	n,a	-	0%	-	5%	-	5%	-
3.1.6.2	Not free from all claims (encumbered)	-		-		-		-		-



ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
3.1.6.2.1	The remaining asset binding period is <6 months	-	n,a	-	0%	-	5%	-	5%	-
3.1.6.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	50%	-
3.1.6.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.7	Residential mortgages:	-		24,851,539		31,871,744		60,040,126		74,047,497
3.1.7.1	A risk weight of ≤ 35% is applied in calculating credit risk RWA using the standard approach	-		6,086,939		8,755,045		26,741,258		24,802,809
3.1.7.1.1	Free from all claims (unencumbered)	-	n,a	6,086,939	50%	8,755,045	50%	26,741,258	65%	24,802,809
3.1.7.1.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.7.1.2.1	The remaining asset binding period is <6 months	-	n,a	-	50%	-	50%	-	65%	-
3.1.7.1.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	65%	-
3.1.7.1.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.7.2	A risk weight of > 35% is applied in calculating credit risk RWA using the standard approach	-		18,764,600		23,116,699		33,298,868		49,244,687
3.1.7.2.1	Free from all claims (unencumbered)	-	n,a	18,764,600	50%	23,116,699	50%	33,298,868	85%	49,244,687
3.1.7.2.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.7.2.2.1	The remaining asset binding period is <6 months	-	n,a	-	50%	-	50%	-	85%	-
3.1.7.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	85%	-
3.1.7.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3,2	<b>Non-default and non-HQLA securities as well as shares traded on the exchange and non-HQLA, with certain conditions</b>									9,137,792
3.2.1	Free from all claims (unencumbered)	-	n,a	1,673,902	50%	1,845,212	50%	8,680,277	85%	9,137,792
3.2.2	Not free from all claims (encumbered)	-		-		-		-		-
3.2.2.1	The remaining asset binding period is <6 months	-	n,a	-	50%	-	50%	-	85%	-

ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
3.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	85%	-
3.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
<b>4</b>	<b>Assets with interdependent liability pairs</b>									
<b>5</b>	<b>Other assets</b>									<b>108,249,825</b>
5,1	Physical commodities traded, including gold	-	85%							-
5,2	Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)			-	Max (85% ,faktor RSF aset )	-	Max (85% ,faktor RSF aset )	-	Max (85% ,faktor RSF aset )	-
5,3	NSFR derivative assets			3,211,527	100%	-	100%	-	100%	3,211,527
5,4	20% derivative liabilities before deducting variation margin			488,709	100%	-	100%	-	100%	488,709
5,5	Trade date receivables	-	0%	-	0%	-	0%	-	0%	-
5,6	Loans with Substandard, Doubtful and Loss quality (Non-Performing Loans)	-	100%	3,049,331	100%	733,204	100%	5,209,933	100%	8,992,467
5,7	Shares not traded on an exchange	-	n,a	-	100%	-	100%	3,614,321	100%	3,614,321
5,8	Fixed assets	-	n,a	-	100%	-	100%	32,987,733	100%	32,987,733
5,9	Capital reduction factor	-	n,a	-	100%	-	100%	49,077,211	100%	49,077,211
5,10	Securities in default	-	n,a	-	100%	-	100%	-	100%	-
5,11	Other assets not free from all claims (encumbered)	-	mengikuti RSF aset saat bebas dari segala klaim	-		-		-	100%	-
5,12	Other assets that do not fall into the above categories**)	9,877,856	100%	-	100%	-	100%	-	100%	9,877,856
<b>6</b>	<b>Total aset</b>	-		-		-		-		<b>951,811,399</b>
<b>Administrative Account Transactions</b>										
7	Commitment obligations in the form of loan facilities and liquidity facilities irrevocable or can be canceled with conditions (conditionally revocable)			-	5%	87,905,384	5%	120,451,746	5%	10,417,856
8	Loan facilities and liquidity facilities unconditionally revocable			-	0%	-	0%	-	0%	-



ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
9	Liabilities originating from trade finance instruments (including guarantees and letters of credit (L/C))		2,427,321	3%	-	3%	-	3%	72,820
10	Letters of credit (L/C) and guarantees not related to trade finance obligations		-	5%	-	5%	-	5%	-
11	Non-contractual obligations		-	5%	-	5%	-	5%	-
12	Total administrative account transactions		-	-	-	-	-	-	10,490,676
13	Total RSF		-						962,302,075
14	Net Stable Funding Ratio (%)		-						135.17%

Table of Consolidated NSFR

(in millions of Rupiah)

ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
<b>1</b>	<b>Capital</b>								<b>315,157,201</b>
1,1	Capital for Commercial Banks headquartered in Indonesia								-
1,1,1	303,419,698	100%		n,a		n,a	-	n,a	303,419,698
1,1,2	11,737,503	100%	-	0%	-	0%	-	100%	11,737,503
1,2	-	100%	-	0%	-	0%	-	100%	
1,3	-	100%	-	0%	-	0%	-	100%	
<b>2</b>	<b>Deposits originating from individual customers:</b>								<b>611,715,107</b>
2,1	Stable Savings								
2,1,1	484,077,346	95%		n,a		n,a		n,a	459,873,479
2,1,2		n,a	78,355,848	95%	5,305,830	95%	871,170	100%	80,349,764
2,2	Less Stable Savings								
2,2,1	24,304,492	90%		n,a		n,a		n,a	21,874,042
2,2,2		n,a	44,131,847	90%	9,967,630	90%	928,293	100%	49,617,822
<b>3</b>	<b>Funding from micro and small business customers:</b>								<b>47,631,346</b>
3,1	Stable Savings								
3,1,1	39,632,609	95%		n,a		n,a		n,a	37,650,978

ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
3,1,2 Savings with a term (deposits)		n,a	2,806,200	95%	386,913	95%	83,118	100%	3,116,576
3,2 Less Stable Savings									
3,2,1 Savings without a term (current account, savings)	4,719,723	90%		n,a		n,a		n,a	4,247,751
3,2,2 Savings with a term (deposits)		n,a	2,733,144	90%	146,262	90%	24,575	100%	2,616,041
<b>4 Funding from corporate customers:</b>									322,980,217
4,1 Operational savings	320,508,273	50%	-	50%	-	50%	-	100%	160,254,136
4,2 Non-operational deposits and/or other non-operational liabilities originating from:									162,726,081
4,2,1 Non-financial companies	-	0%	170,670,389	50%	54,446,480	50%	1,919,103	100%	114,477,538
4,2,2 Indonesian government	-	0%	140,000	50%	34,500	50%	-	100%	87,250
4,2,3 governments of other countries	-	0%	-	50%	-	50%	-	100%	-
4,2,4 Public sector entities	-	0%	18,892,007	50%	8,314,932	50%	147,196	100%	13,750,666
4,2,5 Multilateral development bank	-	0%	28,718	50%	-	50%	-	100%	14,359
4,2,6 Bank Indonesia	-	0%	-	0%	-	50%	-	100%	-
4,2,7 Central banks of other countries	-	0%	-	0%	-	50%	-	100%	-
4,2,8 Financial institutions	-	0%	52,365,900	0%	10,798,302	50%	9,958,301	100%	15,357,452
4,2,9 Other	-	0%	9,593,699	0%	8,042,050	50%	15,017,791	100%	19,038,816
<b>5 Liabilities that have a dependency relationship with certain assets</b>		0%		0%		0%		0%	-
<b>6 Other liabilities and equity:</b>									10,720,794
6,1 NSFR Derivative Liabilities					-			0%	-
6,2 Deferred tax liabilities	-	100%	14,196,379	0%	-	50%	-	100%	-
6,3 Non-controlling interests that do not meet the requirements to be counted as primary core capital (Tier 1)	-	100%	-	0%	-	50%	-	100%	-
6,4 Trade date payable	-	0%	-	0%	-	0%	-	0%	-
6,5 Equity and other liabilities not included in the above categories, including other liabilities without a term	64,214,340	0%	22,475,739	0%	2,867,894	50%	9,286,847	100%	10,720,794
<b>7 Total ASF</b>									1,308,204,666



## INDIVIDUAL ANALYSIS

Table of Qualitative Analysis of Net Stable Funding Ratio (NSFR) Individually

(in millions of Rupiah)

Ratio	Component	December 2023	September 2023
Net Stable Funding Ratio (NSFR)	Available Stable Funding (ASF)	1,300,703,916	1,250,203,468
	Required Stable Funding (RSF)	962,302,075	940,633,464
NSFR		135.17%	132.91%

PT Bank Rakyat Indonesia (Persero), Tbk's Net Stable Funding Ratio (NSFR) position in December 2023 was 135.17%, an increase of 2.26% compared to the position in September 2023 of 132.91%. This increase was due to the percentage increase in the Available Stable Funding (ASF) component which was higher than the percentage increase in the Required Stable Funding (RSF) component.

Total BRI Individual ASF for the December 2023 period was IDR1,300.70 trillion, an increase of IDR50.50 trillion or 4.04% compared to the September 2023 period of IDR1,250.20 trillion.

The increase in the ASF component of IDR50.50 trillion came from:

- Increase in BRI Capital by IDR4.31 trillion.
- Increase funding from individual customers amounting to IDR25.67 trillion.
- Increase funding from micro, small business customers by IDR0.63 trillion.
- Increase funding from corporate customers amounting to IDR22.75 trillion.
- Decrease in other liabilities and equity of IDR2.86 trillion.

The total BRI Individual RSF for the December 2023 period was IDR962.30 trillion, an increase of IDR21.67 trillion or 2.30% compared to the September 2023 period of IDR940.63 trillion.

The increase in the RSF component of IDR21.67 trillion came from:

- The increase in HQLA for the NSFR calculation is IDR0.70 trillion.
- Increase in deposits at other financial institutions for operational purposes amounting to IDR5.68 trillion.
- Increase in loans in the current and DPK (performing) categories and securities amounting to IDR11.21 trillion.
- Increase in other assets of IDR2.79 trillion.
- Increase in administrative accounts of IDR1.29 trillion.

Table of Consolidated NSFR

(in IDR Million)

ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value	
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year			
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor		
<b>Assets On The Balance Sheet</b>										
1	<b>Total HQLA in the framework of NSFR calculations</b>								10,458,776	
1.1	HQLA Level 1								10,256,769	
1.1.1	Cash and cash equivalents	30,868,898	0%		n,a		n,a	n,a	-	
1.1.2	Placement with Bank Indonesia	345,378,612	0%	965,320	0%	-	0%	-	0%	
1.1.3	HQLA Level 1 excludes assets that receive a 0% RSF factor									
1.1.3.1	Free from all claims (unencumbered)	-	n,a	8,246,499	5%	266,563	5%	16,291,615	5%	1,240,234
1.1.3.2	Not free from all claims (encumbered), based on the remaining asset binding period	-	n,a	8,940,700	5%	1,551,000	50%	7,794,000	100%	9,016,535
1.2	HQLA Level 2A								196,588	

ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
1.2.1	Free from all claims (unencumbered)	-	n,a	514,514	15%	153,980	15%	642,090	15%	196,588
1.2.2	Not free from all claims (encumbered), based on the remaining asset binding period	-	n,a	-	15%	-	50%	-	100%	-
1.3	HQLA Level 2B									5,420
1.3.1	Free from all claims (unencumbered)	-	n,a	-	50%	-	50%	10,839	50%	5,420
1.3.2	Not free from all claims (encumbered), based on the remaining asset binding period	-	n,a	-	50%	-	50%	-	100%	-
2	<b>Savings or placement of funds with other financial institutions for operational activities</b>									11,802,122
2.1	Free from all claims (unencumbered)	23,457,149	50%	147,095	50%	-	50%	-	100%	11,802,122
2.2	Not free from all claims (encumbered)									
2.2.1	The remaining asset binding period is <6 months	-	50%	-	50%	-	50%	-	100%	-
2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	50%	-	50%	-	50%	-	100%	-
2.2.3	The remaining asset binding period is ≥ 1 year	-	100%	-	100%	-	100%	-	100%	-
3	<b>Loans in the Current and Special Mention category (performing) and securities not in default</b>									826,058,044
3.1	Loans in the Current and Special Mention category (performing):									816,920,252
3.1.1	Financial institutions insured by HQLA Level 1 that meet the requirements									1,450,700
3.1.1.1	Free from all claims (unencumbered)	-	n,a	14,506,998	10%	-	50%	-	100%	1,450,700
3.1.1.2	Not free from all claims (encumbered)	-		-		-		-		
3.1.1.2.1	The remaining asset binding period is <6 months	-	n,a	-	10%	-	50%	-	100%	-
3.1.1.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	100%	-
3.1.1.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.2	Non-HQLA Level 1 insured financial institutions that meet the requirements									-
3.1.2.1	Free from all claims (unencumbered)	-	n,a	-	15%	-	50%	-	100%	-
3.1.2.2	Not free from all claims (encumbered)	-		-		-		-		



ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
3.1.2.2.1	The remaining asset binding period is <6 months	-	n,a	-	15%	-	50%	-	100%	-
3.1.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	100%	-
3.1.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.3	Financial institutions and without collateral, including placement of funds (without term and with term) in other financial institutions and not for operational activities									-
3.1.3.1	Free from all claims (unencumbered)	-	15%	-	15%	-	50%	-	100%	-
3.1.3.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.3.2.1	The remaining asset binding period is <6 months	-	n,a	-	15%	-	50%	-	100%	-
3.1.3.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	100%	-
3.1.3.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.4	Non-financial companies, individual customers and micro and small business customers, the Government of Indonesia, governments of other countries, public sector entities and other loans, including:									740,973,953
3.1.4.1	A risk weight of ≤ 35% is applied in calculating credit risk RWA using the standard approach									775,999
3.1.4.1.1	Free from all claims (unencumbered)	-	n,a	802,081	50%	-	50%	576,859	65%	775,999
3.1.4.1.2	Not free from all claims (encumbered)	-		0		-		-		-
3.1.4.1.2.1	The remaining asset binding period is <6 months	-	n,a	0	50%	-	50%	-	65%	-
3.1.4.1.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	0	50%	-	50%	-	65%	-
3.1.4.1.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	0	100%	-	100%	-	100%	-
3.1.4.2	A risk weight of > 35% is applied in calculating credit risk RWA using the standard approach									740,197,954
3.1.4.2.1	Free from all claims (unencumbered)	-	n,a	80,251,333	50%	91,652,038	50%	769,701,493	85%	740,197,954
3.1.4.2.2	Not free from all claims (encumbered)	-		-		-		-		-



ASF Component		Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value
		No Time Period		< 6 months		6 months - < 1 year		≥ 1 year		
		Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	
3.1.4.2.2.1	The remaining asset binding period is < 6 months	-	n,a	-	50%	-	50%	-	85%	-
3.1.4.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	85%	-
3.1.4.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.5	Receivables (including loans) to Bank Indonesia and central banks of other countries with a remaining term of less than 1 year other than securities issued or guaranteed by Bank Indonesia and central banks of other countries									-
3.1.5.1	Free from all claims (unencumbered)	-	n,a	-	0%	-	50%	-	-	-
3.1.5.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.5.2.1	The remaining asset binding period is < 6 months	-	n,a	-	0%	-	50%	-	-	-
3.1.5.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	-	-
3.1.5.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	-	-
3.1.6	Receivables from Bank Indonesia and central banks of other countries (example: securities issued by Bank Indonesia and central banks of other countries)									
3.1.6.1	Free from all claims (unencumbered)	-	n,a	-	0%	-	5%	-	5%	-
3.1.6.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.6.2.1	The remaining asset binding period is < 6 months	-	n,a	-	0%	-	5%	-	5%	-
3.1.6.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	50%	-
3.1.6.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.7	Residential mortgages, including:									74,495,599
3.1.7.1	A risk weight of ≤ 35% is applied in calculating credit risk RWA using the standard approach									24,802,809
3.1.7.1.1	Free from all claims (unencumbered)	-	n,a	6,086,939	50%	8,755,045	50%	26,741,258	65%	24,802,809
3.1.7.1.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.7.1.2.1	The remaining asset binding period is < 6 months	-	n,a	-	50%	-	50%	-	65%	-



ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value	
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year			
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor		
3.1.7.1.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	65%	-
3.1.7.1.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.1.7.2	subject to a risk weight of > 35% in calculating credit risk RWA using the standard approach									49,692,790
3.1.7.2.1	Free from all claims (unencumbered)	-	n,a	18,860,227	50%	23,194,327	50%	33,724,133	85%	49,692,790
3.1.7.2.2	Not free from all claims (encumbered)	-		-		-		-		-
3.1.7.2.2.1	The remaining asset binding period is <6 months	-	n,a	-	50%	-	50%	-	85%	-
3.1.7.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	85%	-
3.1.7.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
3.2	Non-default and non-HQLA securities as well as shares traded on the exchange and non-HQLA, with certain conditions									9,137,792
3.2.1	Free from all claims (unencumbered)	-	n,a	1,673,902	50%	1,845,212	50%	8,680,277	85%	9,137,792
3.2.2	Not free from all claims (encumbered)	-		-		-		-		-
3.2.2.1	The remaining asset binding period is <6 months	-	n,a	-	50%	-	50%	-	85%	-
3.2.2.2	The remaining asset binding period is ≥ 6 months - < 1 year	-	n,a	-	50%	-	50%	-	85%	-
3.2.2.3	The remaining asset binding period is ≥ 1 year	-	n,a	-	100%	-	100%	-	100%	-
<b>4</b>	<b>An asset that has an interdependent liability pair</b>									
<b>5</b>	<b>Other assets</b>									<b>109,059,126</b>
5.1	Physical commodities traded, including gold		85%							-
5.2	Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)				Max (85% ,faktor RSF aset )		Max (85% ,faktor RSF aset )		Max (85% ,faktor RSF aset )	-
5.3	NSFR derivative assets			3,211,527	100%	-	100%	-	100%	3,211,527
5.4	20% derivative liabilities before deducting variation margin			488,709	100%	-	100%	-	100%	488,709

ASF Component	Carrying Value Based on Remaining Time Period (in IDR million)								Total Weighted Value	
	No Time Period		< 6 months		6 months - < 1 year		≥ 1 year			
	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor	Carrying Value	ASF Factor		
5.5	Trade date receivables	-	0%	-	0%	-	0%	-	0%	-
5.6	Loans with Substandard, Doubtful and Loss quality (Non-Performing Loans)	-	100%	3,122,433	100%	736,060	100%	5,245,523	100%	9,104,016
5.7	Shares not traded on an exchange	-	n,a	-	100%	-	100%	3,614,321	100%	3,614,321
5.8	Fixed assets	-	n,a	-	100%	-	100%	33,423,445	100%	33,423,445
5.9	Capital reduction factor	-	n,a	-	100%	-	100%	49,080,056	100%	49,080,056
5.1	Securities in default	-	n,a	-	100%	-	100%	-	100%	-
5.11	Other assets not free from all claims (encumbered)	-	Mengikuti RSF aset saat bebas dari segala klaim	-	-	-	-	-	100%	-
5.12	Other assets not included into the above categories**)	9,941,480	100%	195,571	100%	-	100%	-	100%	10,137,051
	<b>Total assets</b>	<b>409,646,139</b>		<b>3,272,982</b>		<b>128,154,225</b>		<b>955,525,908</b>		<b>957,378,068</b>
<b>Administrative Account Transactions</b>										
6	Commitment obligations in the form of loan facilities and liquidity facilities that are irrevocable or can be canceled with conditions (conditionally revocable)			-	5%	87,905,384	5%	120,451,746	5%	10,417,856
7	Loan facilities and liquidity facilities unconditionally revocable			-	0%	-	0%	-	0%	-
8	Liabilities originating from trade finance instruments (including guarantees and letters of credit (L/C))			2,431,103	3%	223	3%	-	3%	72,940
9	Letters of credit (L/C) and guarantees that are not related to trade finance obligations			-	5%	-	5%	-	5%	-
10	Non-contractual obligations			-	5%	-	5%	-	5%	-
	<b>Total administrative account transactions</b>			-		-		-		<b>10,490,796</b>
	<b>Total RSF</b>									<b>967,868,864</b>
	<b>Net Stable Funding Ratio (%)</b>									<b>135.16%</b>

\*\* Other liabilities not included in the above categories were liabilities to the government that had not been transferred, interest on matured term deposits, transfers, sold traveller's checks, unpaid interest expenses, unpaid dividends, estimated income taxes, deferred income, allowance for losses for operational risks, deferred accounts, income tax liabilities, employee benefits liabilities, electronic money, negative goodwill, and estimated liabilities.



## CONSOLIDATED ANALYSIS

Table of Consolidated Net Stable Funding Ratio (NSFR) Qualitative Analysis Table

(in millions of Rupiah)

Ratio	Component	December 2023	September 2023
Net Stable Funding Ratio (NSFR)	Available Stable Funding (ASF)	1,308,204,666	1,257,052,107
	Required Stable Funding (RSF)	967,868,864	945,294,879
NSFR		135.16%	132.98%

Consolidated Net Stable Funding Ratio (NSFR) position in December 2023, BRI Consolidated NSFR was recorded at 135.16%, an increase of 2.18% compared to the position in September 2023 of 132.98%. This increase was caused by an increase in the Available Stable Funding (ASF) component of IDR51.15 trillion or 4.07% and an increase in the Required Stable Funding (RSF) component of IDR22.57 trillion or 2.39%.

## Liquidity Risk – Restricted Assets (Encumbrance)

Table of Restricted Asset Liquidity Risk

(in full Rupiah)

	a	b	c	d
	Encumbered Assets	Assets that are stored or contracted with the Central Bank but not used to generate liquidity	Unencumbered assets	Total
Assets in the statement of financial position can be presented in detail as needed	10,620,502,011,914	366,501,006,698,010	30,858,125,237,476	407,979,633,947,400

## QUALITATIVE ANALYSIS

In accordance with SEOJK Number 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports. In the table above, data related to liquidity risk is presented which is divided into several criteria, namely restricted assets, assets stored or agreed with the Central Bank but not yet used for liquidity and non-restricted assets. These assets are liquid assets that are used for liquidity needs.

Total assets that meet the qualifications in the table above as of December 31, 2023 are IDR407.98 trillion. Based on the distribution, the total value of the assets consisted of:

- Restricted assets amounted to IDR10.62 trillion or 2.60% of total assets.
- Assets stored or agreed with the Central Bank but not yet used to generate liquidity amounted to IDR366.50 trillion or 89.83% of total assets.
- Unrestricted assets amounted to IDR30.86 trillion or 7.56% of total assets.

## Liquidity Risk – Liquidity Risk Management

Liquidity risk management is described as follows:

### 1. Risk Governance

- BRI manages liquidity risk so that it can fulfill all agreed financial obligations in a timely manner, and can maintain adequate and optimal levels of liquidity.
- The formulation of the level of risk to be taken (risk appetite) and risk tolerance (risk tolerance) related to liquidity risk has been carried out in line with the bank's overall strategic and business targets.
- BRI periodically reviews the risk appetite statement and risk limit parameters for corporate level (bank wide) as stipulated in the Circular Letter concerning Risk-Based Bank Soundness Assessment of PT Bank Rakyat Indonesia (Persero), Tbk.
- The liquidity risk management strategy is in line with the level of risk to be taken and risk tolerance in accordance with RBB 2023 - 2025, that BRI manages liquidity risk so that it can fulfill every financial obligation that has been determined in a timely manner and can maintain adequate and optimal levels of liquidity.
- In managing liquidity risk, the Treasury Business Division is responsible for managing national liquidity, while the Market, Portfolio and Enterprise Risk Division is responsible for compiling and reviewing liquidity risk management policies.

## 2. Funding Strategy

- a. Funding Diversification  
Carried out by taking into account the characteristics of the source and term of funding as well as the Bank's Business Plan, taking into account the counterparty, conditions for the existence of collateral, type of instrument, type of currency, as well as the geographical location of the funding source market.
- b. Stabilization of Fund Growth  
This is maintaining the stability of Third Party Funds so that the growth trend is positive, including through pricing strategies, issuing and/or developing savings products, increasing quality marketing that supports the stability of fund growth, as well as reviewing product development and marketing policies.
- c. Evaluation and Analysis of Funding Strategy  
This activity is carried out periodically at ALCO meetings/other related meetings by paying attention to changes in internal and external factors. Treasury Business Division, Asset and Liabilities Management Desk together with related divisions identify, monitor and evaluate the main factors that influence BRI's ability to obtain funding, including alternative sources of funds that can strengthen capacity to survive crisis conditions.
- d. Maintain Market Access  
Maintaining rupiah and foreign exchange market access includes: expanding the market for asset sales or increasing the number of standby facilities with/without collateral, actively transacting in the market in line with funding strategies, and maintaining good relationships with fund providers so that funding sources can be properly diversified.

## 3. Risk Management Process

- a. Liquidity risk identification activities are carried out by each operational work unit by identifying liquidity risks originating from banking products and activities that can affect the source and use of funds, both in asset and liability positions and administrative accounts as well as other risks that can increase Liquidity Risk (for example credit risk, market risk and operational risk), both for current and future risk exposures.
- b. Liquidity risk is measured, among other things, periodically using cash flow projections, maturity profiles, liquidity ratios and liquidity stress testing.
- c. Monitoring and controlling risk measurement results is carried out by the Treasury Business Division (example: GWM monitoring, quarterly evaluation of national cash ratio achievement, LHBU and LBBU reporting) and the Market, Portfolio and Enterprise Risk Division (example: liquidity coverage ratio, net stable funding

ratio) to monitor compliance with established limits. Monitoring results and liquidity risk are presented in the form of periodic reports (liquidity risk dashboard) which are submitted to BRI's Board of Directors and Board of Commissioners. Regarding monitoring results that show indications that liquidity risk has the potential to increase, recommendations are made for mitigating liquidity risk exposure as well as decisions on follow-up actions to control it.

- d. A liquidity risk profile dashboard is prepared periodically or can be adjusted to suit business strategy needs. The information system technology used to provide the latest and timely information regarding liquidity at BRI is BI-RTGS, BRINets, BRISIM, Treasury and Market Risk System, SKNBI, Swift, LHBU and LBBU Portals, as well as other applications developed for monitoring BRI assets and liabilities.

## 4. Contingency Funding Plan

- a. Contingency funding plan (emergency funding plan) is a plan and strategy for dealing with crisis conditions that impact liquidity to ensure BRI's ability to obtain the required funding sources in a timely manner and at a reasonable cost.
- b. The contingency funding plan has been regulated and adjusted in Decree Number PP. 11-DIR/MPE/12/2020 Chapter 9 which regulates the Objectives, General Provisions, Methodology and Authority and Responsibilities for implementing the Contingency Funding Plan. CFP Trials are carried out regularly at least once a year and are coordinated by the ALM Desk as ALCO Secretary.
- c. Testing of emergency funding plans is carried out using a walk on paper based method, where all work units related to emergency funding (Liquidity Crisis Management Team) gather to run test scenarios on paper without carrying out transactions on the financial market.
- d. The Market, Portfolio and Enterprise Risk Division monitors the parameters in the Contingency Funding Plan which are contained in the daily liquidity dashboard.

## 5. Stress Testing Liquidity Risk

- a. Stress testing is carried out to measure BRI's ability and resilience to meet liquidity needs in crisis conditions (stress conditions).
- b. Liquidity risk stress testing is carried out in accordance with BRI's internal policies and needs and/or regulator requests. Stress Testing is also reported periodically to the Board of Directors through the Risk Management Committee (RMC).



- c. The implementation of stress testing is carried out using stress test scenarios which are developed by considering business aspects and the level of risk managed by BRI.
- d. The stress test results show the implications of each scenario used to show BRI's liquidity resilience, including those expressed as the number of days (liquidity surviving days).

#### 6. Funding Concentration

- a. BRI sets a limit on the ratio of the 50 largest depositors to third party funds with a limit of >21.95% - 23.28% on a moderate risk profile, > 24.61% on a high risk profile.
- b. BRI sets the Rupiah Loan to Deposit Ratio (LDR) parameter limit with a limit of 94.32% - 97.22% on a moderate risk profile and >98.67% on a high risk profile.
- c. BRI sets the parameter limit for the Macroprudential Intermediation Ratio (RIM) with a limit of 85.99% - 88.54% for a moderate risk profile and >91.09% for a high risk profile.

#### 7. Maturity Profile

- a. The potential liquidity risk that BRI will face in the future is measured through liquidity gap analysis, which is a projection of excess and shortage of liquidity based on the maturity of assets and liabilities, after taking into account the need for business expansion. This information is taken into consideration in planning and managing liquidity, including business expansion needs. By implementing effective liquidity management, it is hoped that BRI can minimize liquidity risk while increasing the stability of the banking system as a whole.
- b. BRI sets a maturity profile limit of < 1 year (assets due < 1 year/ liabilities due < 1 year) with a limit of > 88.60% - 76.00% in the moderate to high risk profile and < 63.40% in the risk profile high.
- c. Maturity profile is reported regularly by bucket division
  - ≤ 1 week
  - >1 - 2 week
  - >2 week - 1 month
  - >1 - 3 month
  - >3 - 6 month
  - >6 - 12 month
  - >12 month

## Operational Risk

### QUALITATIVE ANALYSIS

- 1 The preparation of BRI's operational risk management framework refers to OJK Regulations Implementation of Commercial Bank Risk Management No. 18/ POJK.03/2016 dated 16 March 2016 concerning Implementation of Commercial Bank Risk Management and best practices. In BRI's internal regulations, this framework is outlined in the Risk Management Policy which is regulated in Directors' Decree No. KB.03-DIR/MPE/12/2020 dated December 28, 2020, regulates the principles of the Bank's risk management policy. Specifically for operational risk management, the Bank has prepared Implementation Guidelines for the Implementation of Operational Risk Management referring to the BRI Risk Management Policy as regulated in Circular Letter No. SE.58-DIR/ORD/11/2022 dated November 22, 2022 with coverage:
  - Operational risk management framework.
  - Business continuity management.
  - Occupational Safety and Health Management System.
  - Anti-fraud strategy.
  - Risk Management Function in Work Units.

Apart from that, the implementation of operational risk management is also regulated in the form of Circular Letters, Decree Letters, and other Operational Standards and Procedures, including:

  - a. Circular No. SE.17-DIR/MOP/03/2020 concerning operational risk management tools.
  - c. Circular No. SE.04-DIR/CTR/01/2023 concerning Corporate Culture which includes Risk Culture.
  - d. Circular No. SE.40-DIR/PPM/11/2023 concerning Product Management which includes Product Risk Management.
  - e. Circular No. SE.66-DIR/MPE/12/2022 concerning Guidelines for Calculating Risk Weighted Assets (RWA) which includes Operational RWA Calculations
  - f. Circular No. SE.50-DIR/MPE/12/2023 concerning Business Continuity Management which includes Business Continuity Management (BCM).
  - g. SOP No. SO.42-ORD/07/2022 concerning Regional Risk Management SOP.
- 2 The structure and organization of the management and control functions related to operational risk at BRI were formed by taking into account developments in operational risk in banking and financial services institutions as well as the complexity of BRI's business. In this regard, an Operational Risk Management Work Unit was in managing operational risk at BRI. Operational Risk Management Work Unit was directly responsible to the Director of Risk Management, and Operational Risk Management Work Unit consisted of the Digital Risk Division and Operational Risk Division which were divisions of the DOR Division, with respective approvals:
  1. The Digital Risk Division was formed in accordance with the Decree of the Board of Directors No. 628-DIR/PPM/10/2021 dated September 1, 2021.
  2. The Operational Risk Division was formed in accordance with the Decree of the Directors No. 697-DIR/PPM/11/2021 dated November 15, 2021.

Along with the development of digital transactions and services and to anticipate increasing cyber threats, the Digital Risk Division has the task of managing digital risks, including formulating policies, implementing risk management processes, and monitoring and evaluating digital risks and their control throughout the Bank's activities. The Operational Risk Division focuses on risk management in the operational sector which includes developing and implementing an operational risk management framework, preparing policies and implementing Business Continuity Management (BCM) and SMK3, and controlling fraud.

## QUALITATIVE ANALYSIS

Implementation of operational risk management was strengthened by the establishment of a Regional Risk Management (RRM) Department organization as part of the Operational Risk Division. The RRM Department has the main task of maintaining the portfolio and credit quality as well as ensuring the implementation of operational risk management and compliance at the regional level. Taking this into account, the organizational structure of the RRM Department consists of an RRM Head who supervises Risk Management and Compliance (RMC) and a Credit Risk Analyst (CRA). Meanwhile, RMC which is located in the regional office supervises Branch Risk and Compliance (BRC) and BRI Unit Risk and Compliance (URC) which is located in Branch Offices and BRI Units.

Apart from that, to strengthen the implementation of GCG and the implementation of POJK No.39/POJK.03/2019 dated December 19, 2019 concerning the Implementation of Anti-Fraud Strategies, in accordance with Directors' Decree No. 697-DIR/PPM/11/2021 dated November 15, 2021, the Bank established a Fraud Risk Management and Recovery Desk which has the task of preparing anti-fraud strategy policies, ensuring the implementation of anti-fraud strategies which include prevention, detection, investigation, reporting and sanctions, as well as monitoring, evaluation and follow-up with the aim of preventing the risk of fraud incidents and carrying out recovery efforts for fraud losses.

The current organizational structure of the Operational Risk Division is as follows:



In order to implement the three line model, the form of collaboration with the Internal Audit Unit (IAU) as the third line model has an important meaning in implementing operational risk management. The Internal Audit Work Unit functions as an enabler tasked with providing assurance in the implementation of risk management. Apart from that, IAU also contributes in providing support in the form of tools to make it easier for the RRM Team to carry out control testing and fraud detection. Furthermore, SKMRO as the second line was also asked to provide data and information sources in the form of risk maps to assist the IAU in carrying out risk-based audits.

- 3 Explanation of the measurement system for operational risk (covering systems and data used to calculate operational risk in order to estimate the capital charge for operational risk). In connection with the Bank's obligation to estimate capital charges for operational risk by calculating Operational Risk RWA using the Standard Approach in accordance with SEOJK No.6/SEOJK.03/2020, BRI carried out measurement and calculation of operational risk as a part of the operational risk management process, namely identification, measurement, control, and monitoring.

The operational risk management process was carried out in accordance with the governance set out in the operational risk management framework and used tools in accordance with regulatory provisions and best practices. The process of measuring and calculating operational risk was carried out through the following activities:

**a. Penilaian Risk and Control Self Assessment (RCSA)**

Risk and Control Self Assessment became a qualitative and predictive risk management tool used to identify and measure risk based on the dimensions of impact and likelihood. RCSA in BRI was implemented at the BRI Head Office Division/Desk, regional offices, special branch offices, Overseas Work Units, regional internal audit, regional campus, branch offices that also represented BRI Units, sub-branch offices and BRI Prioritas service centers. Risk and Control Self Assessment was intended to assist work units in independently identifying and measuring operational risk in every operational and business activity, including monitoring and determining corrective steps/follow-up future plans. Risk issue and control updates on RCSA were carried out by considering BRI's business developments which included the implementation of new products and or activities, new market segments and business competition, changes in internal/external regulations, and other changes that affected BRI's risk exposure. The assessment was carried out by considering Incident Management/Loss Event Database data, Main Key Risks/Key Risk Indicators (KRI) and Audit Reports (LHA). RCSA was carried out periodically every semester, and the frequency increased if there was a significant change in risk exposure.

**b. Penilaian Kecukupan Pengelolaan Risiko Produk Bank Baru (PBB)**

The application of the risk management process for each New Bank Products issuance plan at BRI was carried out through the implementation of New Bank Products Risk Self Assessment by the Product Owner and requesting an adequacy assessment of New Bank Products risk management from the Risk Management Work Unit to then be recommended to the BRI Risk Management Director in order to obtain approval.



## QUALITATIVE ANALYSIS

	<p><b>c. Recording Operational Risk Losses in the Loss Event Database (LED)</b> LED BRI included the process of recording loss event data for each type of financial and non-financial loss which included actual loss, potential loss including corrective measures and incident handling. Based on the loss event data on LEDs, an analysis of loss events could be performed based on the cause, functional activity, event category (event type) and BRI's business lines. This information system could be used to determine preventive risk control measures based on documenting incident handling/settlement processes both from a non-financial perspective, financial losses and loss recovery as well as litigation processes. In order to calculate the capital charge and Operational RWA, BRI used the Basic Indicator Approach (BIA) method implemented since 2010 in accordance with regulatory provisions. However, BRI made preparations for implementing the Standard Approach Minimum Operational Risk Capital Measurement (MMRO) guided by the Basel III Framework. Provisions for Operational Risk RWA with a standard approach are regulated through Directors' Circular Letter No. SE.66 DIR/MPE/12/2022 Book 2 concerning Operational RWA Calculations.</p> <p><b>d. Key Risk Indicator Monitoring (KRI)</b> KRI was a Risk Management tool in the form of a quantitative indicator that could provide early information on increasing or decreasing risk and or decreasing the effectiveness of controls against predetermined thresholds. KRI could be leading or lagging. Risk monitoring through KRI aimed to determine follow-up plans related to risk control so as to prevent or minimize the impact of losses. BRI identified key risk indicators for all types of risk and established risk limits that reflected BRI's risk appetite and conditions. Identification of key risk indicators and determination of KRI thresholds was carried out using best judgment by considering BRI's risk exposure and risk appetite. The threshold determination involved internal audit, risk owners and other related work units. BRI's main risk indicators were reflected in the bankwide risk profile report and regional office risk profile monitored regularly and reported to management every month.</p> <p><b>e. Risk Assessment Plan (RAP)</b> RAP was a form of risk strategy preparation activity carried out by RRM with output in the form of a list of main risks, work unit priorities based on risk and risk control activity plans.</p> <p><b>f. Disaster Threat Risk Assessment</b> BRI implemented Disaster Threat Risk Assessment as an implementation of Business Continuity Management (BCM) to protect the security and safety of employees' lives, protect the lives of customers and other stakeholders within BRI's operational work units (disaster management plan), and maintain the continuity of business/operational activities. Most importantly, safeguarding BRI's assets and having an adequate response in disruption/disaster situations (business continuity plan). Disaster Threat Risk Assessment aimed to identify the resources needed in order to prepare for threats/disasters in each work unit. As one of the implementations of BCM, BRI already had guidelines for an Emergency Response Plan (ER Plan) and a Business Continuity Plan (BC Plan) policy for Critical Work Units.</p>
4	<p>Operational risk management was reported regularly to management, work unit heads, and other interested parties as a monitoring tool. The ORD Division submitted operational risk reports, both mandatory and for internal reporting purposes. The scope and form of operational risk management reports included:</p> <p><b>a. Bank Operational Risk Profile</b> The Bank's operational risk profile was submitted to Regulators, Directors and Commissioners on a quarterly basis coordinated by the MPE Division. The operational risk profile included risk parameters which became the focus of monitoring the Bank's operational risk exposure. The Bank's operational risk profile report was also submitted to the Risk Management Committee (RMC) and the Risk Management Oversight Committee</p> <p><b>b. Regional Risk Profile</b> The regional risk profile contained parameters for 7 (seven) types of risk, one of which was operational risk. The preparation of the operational risk profile was coordinated by RRM and submitted to the Regional Chief Executive Officer (RCEO) through the Governance, Risk and Compliance (GRC) forum every month.</p> <p><b>c. Operational Risk News (OPEN)</b> OPEN was submitted to the Director of Risk Management and other Directors on a monthly basis. The scope of OPEN included operational risk profile reports, achievement of risk appetite statements (RAS), incidents of human error and fraud incidents, as well as improvements to implemented controls, risk management forum activities, BCM and OHS activities, regional risk management activities, risk assessment of Bank products New (UN), RRM SMART, and external event information.</p> <p><b>d. BRC/URC risk analysis report</b> The BRC/URC risk analysis report contained a list of control weaknesses that occurred in the Work Unit according to the results of the verification conducted by the BRC/URC. This report was submitted by BRC/URC to Work Unit Leaders held at the Work Unit MR Forum every month.</p>
5	<p>The risk mitigation process became part of the risk management process, namely risk control. Risk control was carried out in order to prevent risk events and minimize the impact of risks. Risk mitigation measures were adjusted according to the results of an analysis of the causes of events or potential risks. In accordance with this, risk mitigation was generally grouped into 3 (three) subs, namely:</p> <p><b>a. People</b> Mitigation of the people aspect was carried out in terms of quantity and quality, including:</p> <ul style="list-style-type: none"> <li>• Determine and review the need for employee formation to carry out business processes in work units.</li> <li>• Establish requirements, mechanisms, and background checks in the employee recruitment process.</li> <li>• Carry out the fulfillment of employee formation in the Work Unit.</li> <li>• Improve worker capabilities, among others by:             <ul style="list-style-type: none"> <li>- Education and training of workers in accordance with the position level.</li> <li>- Review curriculum and educational methods.</li> <li>- Provide certification for workers with certain specialists.</li> </ul> </li> <li>• Encouraging the implementation of risk culture through risk culture internalization programs, including:             <ul style="list-style-type: none"> <li>- Culture Activation Program (CAP) Each work unit has established a CAP to form the behavior needed to achieve KPIs prudently through the activities specified in the CAP.</li> <li>- Building Risk Awareness of Workers in Work Units Risk Management Work Unit routinely delivers risk awareness media in the form of letters, infographic media, webinars, podcasts, e-learning, official Bank social media accounts and email/WA/SMS blasts.</li> <li>- Empowering Risk Officer The involvement of the Risk Officer as the Transformation Driving Team is required in internalizing and ensuring that the implementation of risk culture is implemented. Thus, the RM function is strengthened through adjusting operational procedures and upgrading knowledge and technical skills through education/socialization.</li> </ul> </li> </ul>



## QUALITATIVE ANALYSIS

- Early Detection  
The implementation of a risk culture needs to be supported by Early Warning System tools which can help mitigate or correct risk events early.
- Business Process Review  
Risk culture activities are reflected through the implementation of daily banking operational procedures. Hence, it is necessary to review the adequacy of control over operational procedures.

### b. Process

Risk mitigation in the process aspect, namely:

- Develop policies and standard operating procedures (SOP) for each product and activity of the Bank which includes business processes, internal control, and the duties and responsibilities of workers as makers, checkers, signers. Each draft policy and SOP before being ratified must obtain an assessment of the adequacy of risk management from the Risk Management Work Unit.
- Risk mitigation was also carried out by transferring risk to a third party, namely an insurance company that bore the Bank's losses or to a labor service provider which of course had taken into account the principles of bona fide and integrity of the service provider as regulated in the Cooperation Agreement (PKS) in every cooperation with third parties.

### c. Technology

In principle, digital risk control was closely related to the Bank's efforts to secure its assets, including providing protection for customer data/information. Digital risk management in IT management activities/IT services includes, but was not limited to:

- Development, updating and deletion of electronic/digital banking services.
- Development, updating, and deletion of IT infrastructure (computing, network, satellite) and security.
- Development, renewal and deletion of the Bank's internal services.
- Procurement of IT service providers.
- IT service provider by the Bank.
- IT operational activities.
- Development and/or review of Fraud Detection System (FDS) rules.

Furthermore, to strengthen digital risk control, each application development was accompanied by the Digital Risk Division.

## Calculation of Risk Weighted Assets (RWA) Operational Risk

In accordance with SEOJK No. 6/SEOJK.03/2020, Calculation of Operational Risk RWA using the Standard Approach as of January 2023 has been implemented. The following is a table for operational RWA calculations using the Standard Approach in accordance with the provisions of the Otoritas Jasa Keuangan.

Table of Quantitative Disclosure of Operational Risk – Banks Individually

No.	The Approach Used	December 31, 2023						December 31, 2022		
		Business Indicators	Business Indicator Components	Operational Risk Loss Components	Internal Loss Multiplier Factor	Minimum Operational Risk Capital	Operational Risk RWA	Gross Income (Average of last 3 years)	Capital Expenses	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1	Basic Indicator Approach	74,092,568	10,663,885	3,219,807	0.74	7,921,723	99,021,545	111,935,663	16,790,349	209,879,369
<b>Total</b>		<b>74,092,568</b>	<b>10,663,885</b>	<b>3,219,807</b>	<b>0.74</b>	<b>7,921,723</b>	<b>99,021,545</b>	<b>111,935,663</b>	<b>16,790,349</b>	<b>209,879,369</b>

Information: (3), (4), (5), (7), (8), (9), (10), (11) in units (millions of Rupiah)

Table of Quantitative Disclosure of Operational Risk - Consolidated Bank

No.	The Approach Used	December 31, 2023						December 31, 2022		
		Business Indicators	Business Indicator Components	Operational Risk Loss Components	Internal Loss Multiplier Factor	Minimum Operational Risk Capital	Operational Risk RWA	Gross Income (Average of last 3 years)	Capital Expenses	RWA
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
1	Basic Indicator Approach	81,866,229	11,829,934	5,433,202	0.81	9,618,943	120,236,798	114,600,256	17,190,038	214,875,481
<b>Total</b>		<b>81,866,229</b>	<b>11,829,934</b>	<b>5,433,202</b>	<b>0.81</b>	<b>9,618,943</b>	<b>120,236,798</b>	<b>114,600,256</b>	<b>17,190,038</b>	<b>214,875,481</b>

Information: (3), (4), (5), (7), (8), (9), (10), (11) in units (millions of Rupiah)



## Material Bonds Related to Capital Goods Investment

Throughout 2023, BRI entered into material commitments with a number of parties for capital goods investment in 2023 which is described as follows:

**Table of Capital Goods Investment Material Bonds**

(in IDR million)

Object	2023	2022
	Procurement Value	Procurement Value
Procurement of Managed Service CRM RBB	999,926	776,637
Communication Channel Rental	1,217,890	416,940
Procurement of IBM AS/400 Power10 Machines for DC GTI Ragunan and ODC Sentul	125,000	352,948

### Objective of the Bonds

The investment budget uses a Work Order (SPK) and a Letter of Agreement (PKS) in the capital goods procurement engagement following the procurement value and the procurement period. The purpose of the arrangement is to provide a detailed description of the implementation of the procurement work to the provider of the goods, which is binding and contains the terms and conditions that the parties must meet.

To speed up the process of procuring goods primarily by using the direct purchase method and self-management following best practice without requiring an SPK, the procurement committee only needs to issue a Purchase Order (PO) or a letter of request for a quotation, or it is sufficient to prove it with a purchase receipt/ purchase receipt.

The general principle of procurement of goods within the company must refer to the guides of efficient, effective, competitive, transparent, fair and reasonable, accountability, standardization of goods, centralization, and decentralization. These have been determined in the Company's Budget Work Plan (RKAP).

### Source of Funds

The source of funds uses the budget within the BRI Company that has been allocated (breakdown) following the budget items specified in the Company's Work Budget Plan (RKAP).

### Denominated Currency and Planned Steps to Hedge Risk from Foreign Currency Positions

All procurement uses rupiah currency, and it is required that all procurements, agreed in foreign currencies, will be adjusted in SPK and PKS to use rupiah currency. Thus, BRI will not hedge due to changes in foreign exchange rates.

## Capital Goods Investment

### Types and Value of Capital Goods Investment

Types and investments of capital goods are presented in the following table.

**Table of Types and Value of Capital Goods Investment**

(in IDR million)

Types	2023 Value	2022 Value
Land and Building	94,746	82,810
Furniture and Inventory	14,667	75,434
Vehicle	718,871	661,002
Computer and Software	3,119,745	1,411,622

## Objective of Capital Goods Investment

Procurement of Goods in addition to supporting the Company's operations, other purposes are to encourage the growth of the domestic industry, users of goods can give preference to the use of domestic production while observing the provisions of the applicable laws and regulations.

Users of goods and/or services prioritize the synergy between SOEs, SOE Subsidiaries, BRI Subsidiaries, and/or Subsidiaries of entities established by BRI for the goods and/or services are the result of the production of SOEs, SOE Subsidiaries, Subsidiaries. BRI and/or Subsidiaries of the relevant BRI institutions, and as

long as the quality, price, and purpose are accountable and take into account the arm's length principle.

## Commitments and Contingencies

Assessment of commitments and contingencies transactions that have credit risk individually using objective evidence, except for commitments and contingencies belonging to BRIS (a subsidiary based on sharia principles), is carried out using Bank Indonesia collectibility guidelines.

Table of Commitment and Contingency

(in IDR million)

Description	2023	2022
<b>COMMITMENT</b>		
Commitment Bill		
Spot Purchases and Foreign Currency	24,948,222	15,046,421
Commitment Liability		
Loan Facilities Provided to Unused Debtors	128,590,416	86,290,063
Spot Sales and Foreign Currency	63,924,016	69,751,674
Irrevocable L/C Ongoing fo Import	11,447,230	13,658,668
<b>Commitment - Net</b>	<b>(179,013,440)</b>	<b>(154,653,984)</b>
<b>CONTINGENCIES</b>		
Contigent Liability		
Warranty Issued in the Form		
Bank Guarantee	56,219,970	62,487,277
Standby L/C	9,672,955	12,367,721
<b>Contingencies - Net</b>	<b>(65,892,925)</b>	<b>(74,854,998)</b>

## Significant Agreement

The description of BRI's significant agreements in 2023 is presented as follows:

- On June 5 2023, BRI entered into an agreement with PT Bringin Inti Teknologi regarding the 2023 CRM procurement for Zone 1, Zone 2 and Zone 3 for a period of 60 (sixty) months with a contract value of IDR999,926 million.
- On May 26 2023, BRI entered into an agreement with PT Telekomunikasi Selular regarding the procurement of 32,214 Brispot Kaunit and Mantri HP units for a period of 24 (twenty four) months with a contract value of IDR409,762 million.
- On August 22 2023, BRI entered into an agreement with PT Pacificagung Trijaya regarding the procurement of Self Service Banking Terminal (SSBT) machines for a period of 60 (sixty) months with a contract value of IDR177,286 million.
- On April 13 2023, BRI entered into an agreement with PT Info Solusindo Data Utama regarding the procurement of additional Backup Solution Workload Capacity for 2022 – 2023 DC Raganan and DC Tabanan for a period of 22 (twenty two) weeks with a contract value of IDR146,398 million.
- On July 13 2023, BRI entered into an agreement with PT Bringin Inti Teknologi regarding the procurement of IBM AS/400 Power10 E1080 DC Machines in Tabanan for a period of 36 (thirty six) months with a contract value of IDR125,000 million.



## Material Information and Facts After the Accountant's Report Date

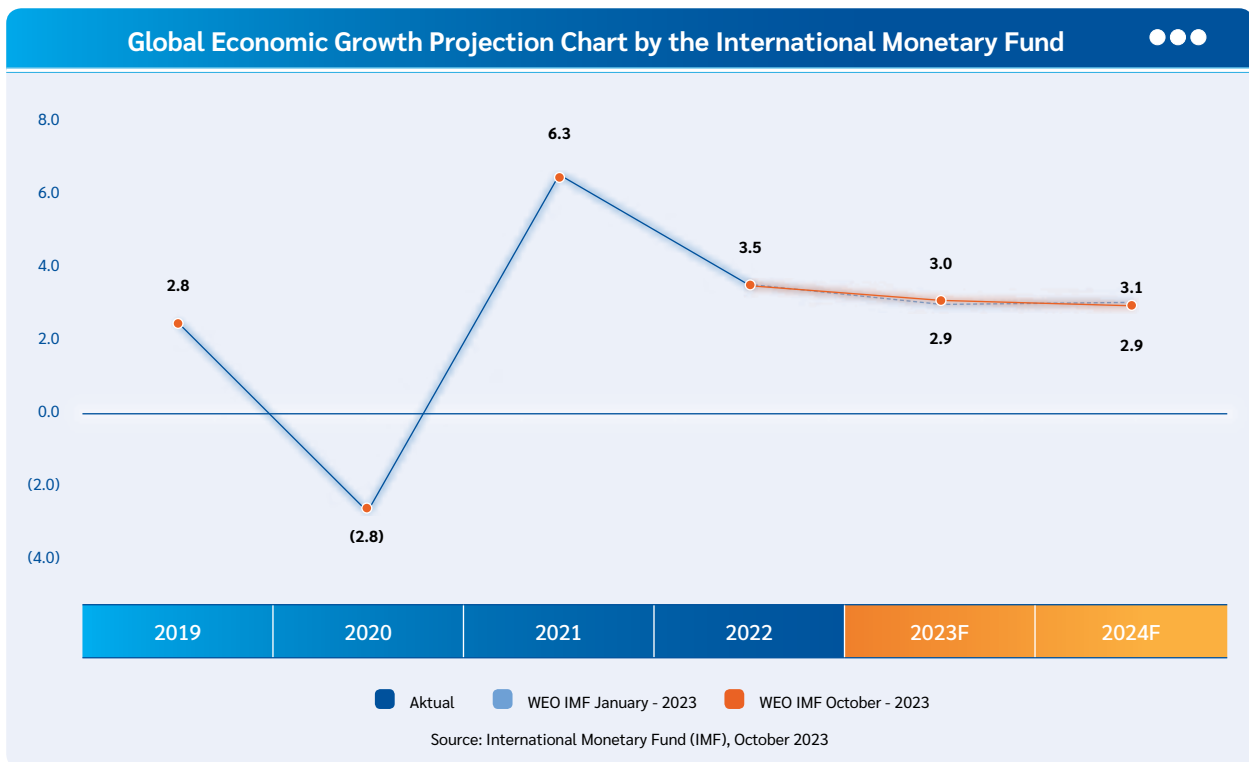
Until the end of the Annual Report, there is no description of important events after the date of the accountant's report, including their impact on future business performance and risks.

## Details of Problems Arising During the Fiscal Year Which Affected the Business Activities of SOEs

In 2023, there are no details of significant problems that arose during the financial year that affected BRI's business activities.

## Business Prospects and Future Strategies

The international institution, the International Monetary Fund (IMF), projects that the global economy will slow down in 2024, deaccelerating the economies of developed and developing countries.



The economies of developed countries, including the United States and Europe, were projected to slow down due to a decline in manufacturing activity and consumption. Meanwhile, China's economy is relatively slow due to weak momentum in domestic consumption and the manufacturing industry, as well as in particular the ongoing crisis in the property sector. This slowdown was driven by a decline in supply and demand side performance where industrial activity and global consumption slowed down overall.

Moreover, there were several risk factors (downside risk) predicted to contribute to the global economic slowdown, including the trend of global inflation which was high even though it is in a slowing trend which caused monetary policy to remain relatively tight. Apart from that, high geopolitical volatility has put

pressure on the performance of financial markets and the global real sector, especially developing countries.

Global economic dynamics were predicted to also have an impact on the Indonesian economy. In 2024, it is predicted that the Indonesian will grow, although at a relatively slow rate (4.81%-5.10%). Global economic uncertainty and high geopolitical tensions are predicted to cause the outlook for Indonesian trade activity and foreign capital flows to be relatively limited and volatile. As a result, the stability of the Rupiah exchange rate will remain relatively fragile and encourage Bank Indonesia to maintain the BI 7 days reverse repo (BI 7DRR) benchmark interest rate at a relatively high level.

The uncertain global and domestic economic prospects also affects the banking industry. Volatility of global financial markets and fluctuations in the Rupiah exchange rate can have an impact on the value of domestic financial assets and the quality of banking loans. Meanwhile, the slowdown in global demand and the slowdown in the domestic economy lead to a slowdown in banking loans growth. In 2024, it is predicted that loans growth will be in the range of 7.2%-8.6% yoy, a decrease compared to 2023 of 10.4%. Meanwhile, banking deposits are projected to grow by 6.2%-7.0% yoy in 2024, a slight increase compared to 2023 of 3.8% yoy.

The challenging macroeconomic situation combined with increasingly tight competition in the banking industry means that BRI needs to respond with the right strategy to continue to increase BRI's market share in the future. Internally, BRI faces performance optimization challenges related to the Company's capabilities in accelerating retail and consumer businesses, Subsidiary Entity businesses, as well as controlling costs. BRI's performance in general is supported by credit activities, so the ability to generate non-interest income needs to continue to be improved.

BRI's innovation and exploration of new sources of growth have implications for the Company's increasingly complex business. Internal dynamics and the business environment require BRI to be agile in responding to challenges so as to be careful in optimizing business opportunities both now and in the future. Thus, oriented towards the company's long-term aspirations, 2024-2026 for BRI will be a period of amplifying market control towards achieving BRI's long-term aspirations in 2025 by:

1. Improving business fundamentals and enablers,
2. Expanding business scope (scope up) through development of supporting businesses (beyond banking),
3. Increasing the scale (scale up) of new growth engine businesses, as well as
4. Cohesive synergy between intra Group entities as an enabler of solid sustainable growth.

Based on these things, BRI has determined that business development will focus on:

#### **1. More productive management of Assets and Liabilities**

Continuing stable and sustainable CASA accumulation, selective expansion in assets with high yields, as well as improving asset quality in the Micro and Small segments.

#### **2. Diversify sources of growth**

Encouraging stronger revenue generation through strengthening the capabilities of the Retail segment (Consumer, SME), focusing on integrating the UMI holding, as well as strengthening the business of Subsidiaries as a source of consolidated growth.

#### **3. Reliability of operational support**

Focus on strengthening Human Capital competencies and digital capabilities, improving customer experience, risk management and data analytics, as well as operational excellence.

#### **4. Implementation of ESG principles**

Committed to managing business in line with the principles of good business governance in order to provide positive value for the environment (deliver value beyond profit).

These strategic responses encourage BRI to continue to grow sustainably to realize BRI's vision as "Most Valuable Banking Group in South East Asia & Champion of Financial Inclusion".

Thus, strategic focus can run well and BRI can take advantage of its strengths and opportunities, such as:

1. The largest and most widespread BRI network.
2. BRI's capabilities in micro business.
3. Complete financial products and services as well as strong brand positioning in Indonesia.
4. A large customer base which was added to by the formation of Ultra Micro Holding as one of BRI's new sources of growth.
5. Bank with strong capital
6. Digitalization of loan processing
7. First mover Environmental, Social and Corporate Governance.
8. Technological developments, digital trends, and revolutions in lifestyle and people's behavior.
9. The number of MSMEs that have not received formal financial services is large.
10. Increase in the number of active internet and social media users.



## Achievement of Targets and Future Targets

### Target Achievement 2023

#### Comparison of Target and Financial Realization

Comparison of targets and financial realization can be described as follows:

**Table Comparison of Financial Financial Targets and Realizations**

(Banks Only, in IDR billion)

Description	December 2023		
	Target	Realization	Achievement
Asset	1,784,070	1,835,249	102.87%
Interest Income	145,906	146,918	100.69%
Loan granted	1,148,723	1,146,083	99.77%
Third-party funds	1,340,304	1,352,683	100.92%
Net Profit	52,209	53,153	101.81%
Operating Cost Operating Income	65.62%	64.35%	101.97%
Capital Adequacy Ratio (CAR)	24.74%	25.23%	102.04%
Credit Cost Nett	1.02%	0.89%	114.07%
Cost to Income Ratio (CIR)	40.40%	37.74%	107.06%

In 2023 BRI achieve net income of IDR53.15 trillion, achieving the set target, with an achievement of 101.81% of RKA. This condition is supported by the optimization of BRI's portfolio in the MSME segment. The achievement of net income is supported by BRI's ability to manage asset quality which has reached targets and the ability to maintain BOPO and CIR ratios, reflected in the achievement of targets of 101.97% and 107.06% respectively. The asset target was achieved at 102.87%, along with achieving the CAR target of 101.98%. BRI's strategic focus on managing asset quality and operational cost efficiency has succeeded in supporting BRI's profitability growth.

Throughout 2023 BRI was able to collect TPF and exceed the target of 100.92%, this condition has not been offset by the achievement of credit provided by achieving 99.77% of the target, which has an impact on LDR performance not reaching the target. However, BRI was able to record strong micro segment growth (double digits) and has achieved its target. Apart from that, in the medium segment, BRI was also able to grow to achieve targets in line with the Company's commitment to grow in the MSME segment.

#### Comparison of Target and Capital Structure Realization

As of December 31 2023, BRI was able to maintain its capital structure according to the target and minimum level set by the regulator. BRI's total Minimum Capital Requirement or Capital Adequacy Ratio (CAR) was 25.23%, reaching 101.98% of the 2023 target of 24.74%. Furthermore, the Core Complementary Capital Ratio (CET 1) was recorded at 24.06%, reaching 101.86% of the

2023 target of 23.62%. Tier 1 and CET 1 were also maintained above the minimum regulatory requirements of 6.0% and 4.5% respectively with the following details:

Table Comparison of Target and Realized Capital Structure

(in IDR million)

Description	2023		
	Target	Realization	Achievement
Core Capital (Tier 1)	233,401,082	238,956,599	102.38%
Main Core Capital (CET 1)	233,401,082	238,956,599	102.38%
Additional Capital (Tier 2)	11,067,788	11,612,168	104.92%
<b>Total Capital Available</b>	<b>244,468,870</b>	<b>250,568,767</b>	<b>102.50%</b>
RWA for Credit Risk after taking into account specific risks	883,428,892	890,512,335	100.80%
RWA for Market Risk	5,533,149	3,617,404	65.38%
RWA for Operational Risk	99,021,545	99,021,545	100.00%
<b>Total RWA</b>	<b>987,983,586</b>	<b>993,151,284</b>	<b>100.52%</b>
CAR Ratio	24.74%	25.23%	101.98%
CET Ratio 1	23.62%	24.06%	101.86%
Tier 1 Ratio	23.62%	24.06%	101.86%
Tier 2 Ratio	1.12%	1.17%	104.46%

## Comparison of Marketing Target and Realization

### SIMPEDES FOLK PARTY PROGRAM (PRS) 2023

The 2023 Simpedes People's Festival series is an acquisition and retention program for Simpedes savings customers which focuses on sharing insights, tips and education for Micro, Small and Medium Enterprises (MSMEs) to develop their businesses through workshops, interactive quizzes, MSME BRILian Check, and talk shows. This program is carried out at 20 points in throughout Indonesia with more than 1,325 participants in the MSME bazaar. The success of the Simpedes People's Party program can be seen from the increase in savings balances of IDR 3.4 trillion with the number of new accounts opened at 167,579 accounts and the addition of 119 thousand new BRImo users and the addition of 75 thousand new QRIS users.

The Simpedes Folk Party carries (PRS) 6 pillars, namely:

- Market** : This is an MSME Bazaar that provides MSMEs with opportunities to develop their business and improve the transaction ecosystem in the Micro business segment.
- Stage** : This is entertainment and educational content in the PRS event which is packaged in a music and knowledge stage with an edutainment concept.
- Parade** : This is a series of PRS activities in the form of an Internal Parade, namely market raids/ Other business centers in the 1 week period before the PRS events are held, while the External Pawal is a community display and BRI-assisted cluster which is paraded on the main street of PRS City.

- X'sis Corner** : It is a forum/community corner that provides an opportunity for a community to express itself. The aim is to open opportunities for BRI's micro business segment to enter the community ecosystem.
- Caring** : The Caring Pillar is realized through free health checks, blood donations and other charity activities.
- Harvest** : Ceremonial presentation of prizes to the winners of the Simpedes Prize Harvest Program which was previously drawn. BRI shares game prizes and door prizes during the PRS event.

### BRIMO FSTVL PROGRAM

BRImo FSTVL is a loyalty program for loyal BRIMO customers given in the form of transaction cashback, redeeming points into shopping vouchers and lottery coupons, in which points come from acquisition, retention and loyalty points for every banking activity carried out by customers. During the BRImo FSTVL program period, it succeeded in increasing the volume of savings balances from IDR 508.7 trillion (7/23) to IDR 526 trillion (12/23) and the growth of BRImo users from 28.35 million users (7/23) to 31.62 million users 12/23).

### BRIPOIN

Apart from the BritAma Festival Program, there is the BRIPoin program, a program to encourage customers to increase their balances and customer savings transactions using cards or BRIMO. The more customers use BRI savings in transactions, the more points they can collect which can then be exchanged for various prizes that can be chosen according to the customer's needs. (Vouchers, Ewallet, Credit, Miles etc.)



Table of Comparison of Marketing Targets and Realizations

(in IDR million)

Description	2023		
	Target	Realization	Achievement
Third Party Funds: Savings	587,879	526,515	89.56%
Britama	236,673	198,416	83.84%
Simpedes	343,139	319,192	93.02%
Others	8,068	8,907	110.40%
Fee Based Income	20,962	20,292	96.80%

## Comparison of Targets and Realization of HR Development

In 2023, the target has been achieved well by making employee competency development a top priority for the Company through various programs, including education, training and certification which can be carried out offline or online through the digital learning platform (BRISMART) and other external learning platforms others (LinkedIn Learning, Coursera, and so

on). In total, the achievement of the HR development target exceeded the target with a realization of 110.15% of the target. Achievement of human resource development through development education reached 217.19%, far exceeding the set target. Meanwhile, education enhancement exceeded the target with a realization of 108.44% of the target.

Table of Comparison HR Development Targets and Realizations

(in IDR million)

Description	2023		
	Target	Realization	Achievement (%)
Development *	1,600	3,475	217.19%
Enhancement**	100,000	108,438	108.44%
<b>Total</b>	<b>101,600</b>	<b>111,913</b>	<b>110.15%</b>

Information:

- \* BRILiaN Future Leader Program (BFLP), BRILiaN Next Leader Program (BNLP), BRILiaN Leadership Development Program (BLDP), and BRILiaN Banking Officer Program (BBOP).  
 \*\* Enhancement education includes, BRILiaN Specialist Development Program (BSDP) 0, BSDP (1,2,3), Public Course, Certification, BRILiaN Leader Retirement Program (BLRP), BRILiaN Bright Scholarship Program (BBSP), BRILiaN Improvement Forum (BIF), and Socialization.

## Targets in the Future

BRI management has prepared the Bank's Business Plan for 2024-2026 taking into account the current economic conditions and economic projections in 2024, both from a macro and micro perspective.

Table of Assumptions in Compiling Projections

No.	Assumption	2024
<b>MACRO ASSUMPTIONS</b>		
1.	GDP Growth (%)	5.03
2.	Inflation (%)	3.27
3.	IDR/USD Rates	15,031
4.	BI 7 Days Rate	5.25



No.	Assumption	2024
<b>MICRO ASSUMPTIONS</b>		
1.	National Loan Growth (%)	7.86
2.	National Savings Growth (%)	6.59

Source: BRI Economist Team

## Financial Projections

BRI's future asset growth will continue to be driven by loan growth in the MSME segment. The SME and Consumer segments are encouraged to become growth engines outside the Micro segment in line with BRI's 2024 focus on strengthening capacity in the retail banking segment in order to build a retail ecosystem. Non-loan assets are projected to grow lower as a result of the growing role of the loan business, especially MSMEs, which will increase, including optimizing portfolios to maximize profits. On the liabilities side, deposit growth continues to increase, with the main driver being savings growth which focuses on increasing CASA.

BRI's profitability in 2024 will come under pressure from an increase in the Cost of Funds (CoF) and a decrease in the

Net Interest Margin (NIM). However, BRI is optimistic that BRI's profitability will continue to grow, which comes from strengthening the growth of loans that provide high yields, increasing CASA, maximizing operational income such as FBI and Recovery, and efficiency in OHC supported by reducing provision costs in line with improving asset quality. From several financial ratios, the quality of gross NPL in 2024 is directed to be better in line with efforts to improve asset quality and economic recovery. CoF has increased to provide room for interest rate increases that will continue until 2024 and NIM will be maintained at the same level by focusing credit distribution on High Yield products. Yield is optimized in line with the increase in BI7DRR.

**Table of Financial Projection (Consolidated)**

Description	2024 Projection
Loan Growth (year or year)	11% - 12%
Net Interest Margin (NIM)	7.9% - 8.0%
Credit Cost (CoC)	2.2% - 2.3%
Non Performing Loan (NPL) Gross	2.7% - 2.9%
Cost - to - Income Ratio (CIR)	41% - 42%

## Capital Structure Projection

Capital Adequacy Ratio (KPM) in December 2024 is projected to be IDR251.10 trillion, with the Minimum Capital Adequacy Ratio (CAR) always maintained above the minimum provisions of banking and financial services regulators. This projection has

taken into account the reclassification of objective reserves and asset revaluation plans and the impact of PSAK 71. The description of BRI's capital projection and Capital Adequacy Ratio (KPM) fulfillment is briefly as follows:

**Table of BRI Capital Projection**

(Bank Only)

Description	2024 Projection
Capital Adequacy Ratio (CAR)	22%-23%

To maintain a fixed capital ratio in accordance with the provisions of the Regulator, BRI strives to fulfill it from retained earnings and optimal management of dividend payout ratio.



## Dividend Policy Projection

Historically, BRI's normal DPO has been in the range of 50% - 60%. In the future, BRI can distribute dividends on the Company's profits with a DPO higher or lower than the normal dividend level but still paying attention to several factors such as future business growth projections, meeting the capital adequacy ratio and the sustainability factor of returns on equity in the next few years. Apart from that, according to the provisions, dividends can also be in the form of cash or non-cash.

In the future, dividend payments will be made while considering factors such as projected sustainable business growth, meeting the minimum capital adequacy ratio and optimal levels of return for shareholders. Dividend payments are also made by taking into account applicable provisions, including POJK 17/2023 concerning the Implementation of Governance for Commercial Banks.

## Marketing Projections

The description of the marketing projections carried out by BRI in 2024 is presented in the following table:

**Table of Marketing Projection**

Product	Description
BRIimo E-Payment	This is an instant digital online payment service for BRIimo service users at collaborating online merchants.
Contactless Debit Card	This is a payment feature using a debit card using the contactless/tap method at merchants that can accept contactless transactions.
BRI Auction Info	Development of a digital marketing platform that provides information on BRI assets of problem debtors which will be sold at auction and non-auction.
Integrated Corporate Solution Platform (QLola)	Services that make it easier for wholesale and corporate segment customers to access BRI products and services on one platform.
Indonesian Credit Card	The government segment of the Indonesian Credit Card is issued to work units (Ministries/State Institutions/Agencies) of the central government and regional governments to make payments for expenditure charged to the state budget and/or regional budget in accordance with Presidential Instruction No. 2 of 2022 related to Increasing the Use of Domestic Products (PDN). With development details as follows: <ul style="list-style-type: none"> <li>- Phase 1: QRIS transaction features using Indonesian Credit Cards (August 2022)</li> <li>- Phase 2: Indonesian Credit Card Physical Government Segment (September 2023)</li> <li>- Phase 3: Online Features of Indonesian Credit Cards for Government Segment (2024)</li> </ul>
Credit Card NFC Tokenization	BRI Credit Cards can be integrated with e-wallets and can be used for transactions using the NFC method.
Digitalization of the Credit Card Process	Growth of new users by digitizing credit card business processes through digital onboarding channels on internal and/or external platforms to increase new user growth.

## HR Development Projection

HR development projections in 2024 are as follows:

**Table of HR Development Projection**

(in person)

Description	2024 Projection
Development	1,700
Enhancement	101,000

## Evaluate Long Term Plans (RJP)

In order to monitor the realization of the Long Term Plan, periodic evaluations and monitoring are carried out every year which are presented in Board of Directors forums/meetings. For 2023, a long-term plan evaluation was carried out on April 10, 2023 regarding the 2022 Corporate Plan Evaluation. The results of this evaluation could be used in adjusting and formulating BRI's next strategy.

## Policy, Announcements and Payment of Dividend

### Dividend Policy

The dividend distribution policy has been regulated internally in SE.70.a-DIR/CMG/12/2022 Book 6 concerning Dividend Management. The policy regulates several principles related to dividends, including dividend management which aims to optimize capital and increase shareholder value, dividend distribution which takes into account the Company's historical performance as well as future business and economic potential, the amount of the dividend ratio which is determined based on the reasonableness of the profitability performance of business activities and contributions to shareholders, the mechanism for approving dividend distribution through the GMS and fulfilling regulatory requirements, as well as technical provisions related to dividend distribution in more detail.

BRI's dividend distribution policy can be reviewed by the Board of Directors without prejudice to the rights of the Company's GMS to determine otherwise in accordance with the provisions of the Company's Articles of Association and applicable laws and regulations in the banking sector. The Company did not have negative covenants regarding restrictions on third parties in the distribution of dividends.

### Announcement and Payment of Dividend

Based on the Annual General Meeting of Shareholders (AGMS) held on March 13, 2023, BRI has distributed dividends amounting to IDR43.49 trillion or 85% of the profit for the 2022 financial year which is attributable to the owners of BRI's parent entity for the 2021 financial year amounting to IDR51.17 trillion.

The total cash dividend per share was IDR288.22 and would be paid on April 12, 2023 to shareholders whose names were recorded in the Company's shareholder register (recording date) on March 27, 2023.

The dividend payment for the 2022 financial year was made on April 12 2023, and was paid within 30 days from the announcement date on March 13 2023. Meanwhile, the financial performance for the 2023 financial year will be decided at the 2024 AGMS.

Table of Dividend Announcement and Payment

Description	2022 Fiscal Year	2021 Fiscal Year	2020 Fiscal Year
Profit (IDR billion)	51,170.31	31,066.59	18,654.75
Cash Dividend (IDR billion)	43,494.76	26,406.60	12,125.00
Non-Cash Dividend*)	-	-	-
Cash Dividend Per Share (IDR)	288.22	174.25	98.90
Non-Cash Dividend Per Share*)	-	-	-
Dividend Pay Out Ratio (%)	85% dari laba bersih tahun 2022	85% dari laba bersih tahun 2021	65% dari laba bersih tahun 2020
Announcement Date (AGMS)	13 Maret 2023	1 Maret 2022	25 Maret 2021
Cash Dividend Payment Date	12 April 2023	1 April 2022	28 April 2021
Non-Cash Dividend Payment Date*)	-	-	-

\*) BRI Bank did not have non-cash dividends



Historically, the details of dividend payments for the fiscal year 2003-2022 are described as follows.

**Table of History of Announcement and Payment of dividends**

Description	Announcement Date	Cum Dividend (Reguler and Negotiation Market)	Cum Dividend (Cash Market)	Recording Date	Payment date	Dividend Payout Ratio	Dividends Paid	Dividend Per Share	
						(miliar Rp)	(Rp)	(Rp)	
2022**	Final	March 13, 2023	March 21, 2023	March 27, 2023	March 27, 2023	April 12, 2023	85	43,494.76	231.22
2022	Interim	December 30, 2022	January 9, 2023	January 11, 2023	January 11, 2023	January 27, 2023	-	8,602.82	57.00
2021	Final	March 1, 2022	March 10, 2022	March 14, 2022	March 14, 2022	April 1, 2022	85	26,406.60	174.25
2020	Final	March 25, 2021	April 5, 2021	April 7, 2021	April 7, 2021	March 26, 2022	65	12,125.59	96.49
2019	Final	February 18, 2020	February 26, 2020	February 28, 2020	February 28, 2020	March 18, 2020	60	20,623.56	164.10
2018	Final	May 17, 2019	May 23, 2019	May 27, 2019	May 27, 2019	June 13, 2019	50	16,175.57	128.95
2017	Final	March 26, 2018	March 29, 2018	April 4, 2018	April 4, 2018	April 25, 2018	45	13,048.44	104.14
2016	Final	March 17, 2017	March 22, 2017	March 27, 2017	March 27, 2017	April 13, 2017	40	10,478.31	83.63
2015	Final	March 24, 2016	March 31, 2016	April 5, 2016	April 5, 2016	April 22, 2016	30	7,619.32	60.81
2014	Final	March 23, 2015	March 26, 2015	March 31, 2015	March 31, 2015	April 22, 2015	30	7,272.49	57.52
2013	Final	March 27, 2014	April 28, 2014	May 2, 2014	May 2, 2014	May 14, 2014	30	6,348.05	50.21
2012	Final	March 5, 2013	March 26, 2013	April 1, 2013	April 1, 2013	April 15, 2013	30	5,556.28	43.95
2011	Final	April 2, 2012	April 26, 2012	May 1, 2012	May 1, 2012	May 15, 2012	20	3,016.59	23.86
2010	Final	May 2, 2011	May 27, 2011	June 1, 2011	June 1, 2011	June 15, 2011	20	2,294.48	13.67
2010	Interim	November 30, 2010	December 19, 2010	December 22, 2010	December 22, 2010	December 30, 2010	-	566.53	4.48
2009	Final	May 24, 2010	June 28, 2010	July 1, 2010	July 1, 2010	July 15, 2010	30	2,192.49	12.89
2009	Interim	November 4, 2009	November 30, 2009	December 3, 2009	December 3, 2009	December 16, 2009	-	563.94	4.46
2008	Final	May 22, 2009	June 16, 2009	June 19, 2009	June 19, 2009	July 3, 2009	35	2,085.43	16.50
2007	Final	May 28, 2008	June 18, 2008	June 23, 2008	June 23, 2008	July 7, 2008	50	2,419.00	19.15
2006	Final	May 22, 2007	June 13, 2007	June 18, 2007	June 18, 2007	July 2, 2007	50	2,128.79	16.88
2005	Final	June 2, 2006	June 21, 2006	June 26, 2006	June 26, 2006	July 10, 2006	50	1,904.29	15.24
2004	Final	May 27, 2005	June 16, 2005	June 21, 2005	June 21, 2005	July 5, 2005	50	1,816.61	14.92
2003	Final	June 1, 2004	July 6, 2004	July 9, 2004	July 9, 2004	July 23, 2004	75	990.47	8.21

\*) All dividend figures have been adjusted to a stock split of 1:2 in January 2011, a stock split of 1:5 in October 2017 and a rights issue factor of 1:0.98 in September 2021.

\*\*) The figures for the dividend payment ratio, have taken into account the interim dividend of IDR57 per share.

## Realization of the Use of Public Offering Funds

In accordance with POJK Number 30/POJK.04/2015 concerning Report on the Realization of Use of Funds from Public Offerings, BRI has reported the Realization of Use of Funds from Public Offerings as follows.

### Public Offering of Sustainable Environmentally Friendly Bonds I Bank BRI Phase II 2023

The proceeds from the Public Offering of BRI Bank I Phase II Sustainable Environmentally Friendly Bonds 2023 have been used in full and have been reported to the Otoritas Jasa Keuangan (OJK).

Table of Fund Use Realization Report Public Offering of Sustainable Environmentally Friendly Bonds I Bank BRI Phase II 2023

No.	Description	Effective date	Realized Value of Public Offering Results			Planned Use of Funds According to Additional Information		Realization of Use of Funds According to Additional Information		Remaining Funds from Public Offering (in IDR)
			Amount of Public Offering Proceeds (in IDR)	Cost (in IDR)	Net Proceeds (in IDR)	Loan Distribution (in IDR)	Total (in IDR)	Loan Distribution (in IDR)	Total (in IDR)	
1	2	3	4	5	6	7	8	9	10	11
1	Public Offering of Bonds	12/07/2022	6,000,000,000,000	8,230,275,000	5,991,769,725,000	5,991,769,725,000	5,991,769,725,000	5,991,769,725,000	5,991,769,725,000	-
<b>Total</b>			<b>6,000,000,000,000</b>	<b>8,230,275,000</b>	<b>5,991,769,725,000</b>	<b>5,991,769,725,000</b>	<b>5,991,769,725,000</b>	<b>5,991,769,725,000</b>	<b>5,991,769,725,000</b>	<b>-</b>

## Public Offering of Bank BRI IV Subordinated Bonds in 2023

The proceeds from the 2023 Bank BRI IV Subordinated Bonds Public Offering have been used in full and have been reported to the Otoritas Jasa Keuangan (OJK).

Table of Fund Use Realization Report Public Offering of BRI Bank IV Subordinated Bonds for 2023

No.	Description	Effective date	Realized Value of Public Offering Results			Planned Use of Funds According to Additional Information		Realization of Use of Funds According to Additional Information		Remaining Funds from Public Offering (in IDR)
			Amount of Public Offering Proceeds (in IDR)	Cost (in IDR)	Net Proceeds (in IDR)	Loan Distribution (in IDR)	Total (in IDR)	Loan Distribution (in IDR)	Total (in IDR)	
1	2	3	4	5	6	7	8	9	10	11
1	Public Offering of Bonds	26/06/2023	500,000,000,000	5,857,666,049	494,142,333,951	494,142,333,951	494,142,333,951	494,142,333,951	494,142,333,951	-
<b>Total</b>			<b>500,000,000,000</b>	<b>5,857,666,049</b>	<b>494,142,333,951</b>	<b>494,142,333,951</b>	<b>494,142,333,951</b>	<b>494,142,333,951</b>	<b>494,142,333,951</b>	<b>-</b>

## Material Information Regarding Investment, Expansion, Divestment, Acquisition, or Debt and Capital Restructuring

### Investment

#### Securities and Capital Participation

BRI has invested in a number of marketable securities, while the details of BRI's investments as of December 31, 2023 and 2022 are presented as follows.

Table of Securities Investment Details

(in IDR million)

Description	2023	2022
Fair value through profit or loss	22,393,171	21,115,873
Fair value through other comprehensive income	163,339,165	150,802,567
Amortized cost	145,358,968	158,406,378
<b>Total Securities</b>	<b>331,091,304</b>	<b>330,324,818</b>



Apart from investing in securities, BRI invests in the form of equity participation which is described as follows:

- The additional capital to the BVI aimed to strengthen the BVI's capital structure in order to increase BVI business growth and take into account strategic investment potential including the Red and White Fund's financing preparation plans and additional capital participation in LinkAja. The additional BVI capital that was realized in 2023 was IDR500 billion contained in Deed No. 45 dated March 31, 2023 with BRI share ownership of 99.9%.

## Expansion

BRI did not carry out expansion activities throughout 2023.

## Business Merger/Consolidation

BRI did not carry out business merger/consolidation activities throughout 2023.

## Divestment

BRI did not carry out divestment activities throughout 2023.

## Acquisition

BRI did not carry out acquisition activities throughout 2023.

## Debt and Capital Restructuring

BRI did not carry out debt and capital restructuring activities throughout 2023.

## Material Transaction Information Containing Conflict of Interest and/or Transactions with Affiliated Parties

Material Transaction is any transaction made by a Public Company or Controlled Company that meets the value limit as stipulated in the Otoritas Jasa Keuangan Regulation (POJK) No.17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.

### Scope of Transaction:

Public Company that conducts Material Transactions in:

- a. 1 (one) transaction; or
- b. A series of transactions for a specific purpose or activity, must comply with the provisions as stipulated in POJK No.17/POJK.04/2020.

### Value Limitation:

- (1) A transaction is categorized as a Material Transaction if the transaction value is equal to 20% (twenty percent) or more of the equity of the Public Company.

- (2) Transactions in the form of acquisitions and disposals of companies or operating segments are categorized as Material Transactions in terms of:

- a. The transaction value is equal to 20% (twenty percent) or more of the equity of the Public Company;
- b. The total assets that are the object of the transaction divided by the total assets of the Public Company are equal to or more than 20% (twenty percent);
- c. The net profit of the object of the transaction is divided by the net profit of the Public Company whose value is equal to or more than 20% (twenty percent); or
- d. The operating income of the object of the transaction is divided by the operating income of the Public Company whose value is equal to or more than 20% (twenty percent).

- (3) (3) In the event that the transactions as referred to in (1) and (2) are conducted by a Public Company that has negative equity, the transaction is categorized as a Material Transaction if the transaction value is equal to 10% (ten percent) or more of the total assets of the Public Company.

## Conflict of Interest Transactions

In accordance with Otoritas Jasa Keuangan Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Transactions with Conflicts of Interest (POJK 42/2020), what is meant by Conflict of Interest is the difference between the economic interests of a public company and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, major shareholders or controllers who could be detrimental to public companies. Therefore, Conflict of interest is a condition/situation in which a person due to his/her position or authority has a personal interest that can affect the quality and performance of the objectively mandated tasks.

Bank BRI has a conflict of interest policy as stated in Directors Circular No. SE.09-DIR/KEP/03/2023 dated March 15, 2023 concerning Corporate Governance (Book 1 regarding Handling Conflicts of Interest). The handling of conflicts of interest was basically carried out through improving values, systems, personal and culture. The basic principles of conflict of interest handling included:

1. Maintaining integrity, prioritizing the interests of the public and the Company and being committed to handling conflicts of interest.
2. Creating transparency in handling and supervising conflicts of interest.
3. Encouraging personal responsibility and exemplary attitude.
4. Creating and fostering an organizational culture that was able to handle conflicts of interest.

In 2023, BRI will not have any material transactions containing Conflicts of Interest.

## Affiliate Transaction

Based on POJK 42/2020, Affiliate are:

1. Family relations by marriage and descent to the second degree, both horizontally and vertically;
2. The relations between the party and the employee, director or commissioner of that party;
3. Relations between 2 (two) Companies where there are 1 (one) or more members of the same Board of Directors or Board of Commissioners;
4. Relations between the company and the party, either directly or indirectly, controlling or being controlled by the company;
5. Relations between 2 (two) companies that are controlled, either directly or indirectly, by the same party; or
6. Relations between the company and major shareholders.

While Affiliated Transactions are any activities and/or transactions carried out by a public company or a controlled company with

an Affiliate of a Public Company or an Affiliation of members of the board of directors, members of the board of commissioners, major shareholder, or controller, including any activities and/or transactions carried out by public company or controlled company for the benefit of affiliates of public companies or affiliates of members of the board of directors, members of the board of commissioners, major shareholders, or controllers.

During 2023, there are Affiliated Transactions with the following explanation:

### Disclosure of Affiliate Transaction Information

2023, there will be no Disclosure of Affiliate Transaction Information that meets Article 4 POJK 42/2020.

## Report of Information or Material Facts For Additional Capital to Subsidiaries

In 2023, there was additional capital for Subsidiaries/Related Companies included in Article 6 POJK 42/2020 to maintain the percentage of share ownership.

No.	Transaction Date	Transaction Types	Related Parties	Relationship Type
1	March 2, 2023	Additional Capital	PT BRI Ventura Investama	BRI as the Controlling Shareholder

## Affiliate Transaction Report

The Company has submitted 12 (twelve) Affiliated Transaction Reports that comply with Article 6 POJK 42/2020 to the Otoritas Jasa Keuangan as follows:

No.	Transaction Date	Transaction Types	Related Parties	Relationship Type
1	August 25, 2023	Access Watchlist Data	PT Bank Raya Indonesia Tbk	BRI as the Controlling Shareholder
2	July 18, 2023	Procurement with Consultants	PT Danareksa (Persero)	The Republic of Indonesia as the controlling shareholder
3	27 June, 2023	Use of the Audit Management System Application for BRI Life and BRIF	PT Asuransi BRI Life and PT BRI Multifinance Indonesia	BRI as the Controlling Shareholder
4	May 8, 2023	Implementation of Master Data Management (MDM)	PT Pegadaian	BRI as the Controlling Shareholder
5	May 2, 2023	Procurement of Consultant Services	PT BRI Danareksa Sekuritas	BRI as the Controlling Shareholder
6	April 18, 2023	Career Mobility within the BRI Group	PT BRI Asuransi Indonesia, PT Asuransi BRI Life, PT BRI Danareksa Sekuritas, PT BRI Ventura Investama, PT BRI Multifinance Indonesia, PT Bank Raya Indonesia Tbk	BRI as the Controlling Shareholder
7	December 30, 2022	Reference to Bank Guarantee, Pinang Maksima, and Pinang Performa Facilities to Partners (Financing Vendors)	PT Bank Raya Indonesia Tbk	BRI as the Controlling Shareholder



No.	Transaction Date	Transaction Types	Related Parties	Relationship Type
8	September 8, 2023	Opening a BRI Savings Account for	PT Permodalan Nasional Madani	BRI as the Controlling Shareholder
9	April 18, 2023	Opening a BRI Savings Account for Pegadaian customer	PT Pegadaian	BRI as the Controlling Shareholder

### Transactions as Business Activities Conducted In the Framework of Generating Business Income and Executed Routinely, Repeatedly, and/or Continuously

In accordance with Article 8 and Article 9 of OJK Regulation 42/2020, there are Affiliate Transactions which are business activities carried out in order to generate business income and carried out routinely, repeatedly and/or continuously. The Company has collected data on these transactions and recorded them in Financial Report Note 44. These are as follows:

No.	Transaction Date	Transaction Types	Affiliate Relations Parties	Relationship Type	Transaction Value
1	June 27, 2023	Referral of Pegadaian products and services to BRI customers	PT Pegadaian	BRI as the Controlling Shareholder	781.011 referral*)
2	December 27, 2023	Syndicated Loans	PT Bank Raya Indonesia Tbk	BRI as the Controlling Shareholder	IDR600,000,000

\*) Assumed nominal affiliate transaction

In line with OJK Regulation No.12/POJK.03/2021 dated July 30, 2021 concerning Commercial Banks and SOEs Minister Regulation No.PER-03/MBU/08/2017 dated August 14, 2017 as amended by SOE Minister Regulation No.PER-04 /MBU/09/2017 dated September 13, 2021 and Minister of SOEs Regulation No.PER-07/MBU/04/2021 dated April 21, 2021 concerning Guidelines for Cooperation with State-Owned Enterprises, affiliated transactions between the Company and its subsidiaries are synergies between banking business groups in order to optimize resources, support the implementation of business activities and provide added value to the BRI Group. Meanwhile, affiliated transactions with other affiliated parties are carried out in the context of mutually beneficial business synergies, efficiency/optimization in operational activities as well as providing added value for the parties.

In this case, the Board of Directors stated that the affiliate transaction had gone through adequate procedures, was carried out in accordance with generally accepted business practices, and complied with the arm's length principle and applicable statutory provisions. In an effort to ensure transactions are carried out in the interests of the Company and to prevent potential conflicts of interest that may occur regarding planned affiliate transactions, in accordance with its duties and responsibilities, the Risk Management Oversight Committee is enabled to review and provide advice to the Board of Commissioners regarding potential conflicts of interest.

All affiliate transactions have been reported to the Otoritas Jasa Keuangan (OJK) in accordance with POJK 42/2020. Furthermore, apart from the transactions above, there are other Affiliate Transactions which are submitted in the Related Party Transactions Section

### Related Parties Transaction

BRI and its subsidiaries had transactions with related parties as defined in PSAK No. 7 concerning "Related Party Disclosures". A party was considered related to BRI and its subsidiaries if:

- 1) Directly, or indirectly through one or more intermediaries, a party (i) controls, or is controlled by, or was under common control with, BRI and its subsidiaries; (ii) had an interest in BRI and its subsidiaries that exerted significant influence over BRI and its subsidiaries; or (iii) had joint control over BRI and its subsidiaries;
- 2) A party related to BRI and its subsidiaries;
- 3) A party having a joint venture in which BRI and its subsidiaries were venturers;
- 4) A party was a member of the key management personnel of BRI and a subsidiary or parent;
- 5) A party was a close family member of the individual described in item (1) or (4);
- 6) A party was an controlled entity, jointly controlled or significantly influenced by or for which significant voting rights in multiple entities, directly or indirectly, individuals as described in paragraphs (4) or (5); and
- 7) A party is a post-employment benefit plan for employee benefits from BRI and its subsidiaries or entities related to BRI and its subsidiaries.



## Name of the Transacting Parties and Nature of Relations

The balances and transactions with related parties are as follows:

**Table of Transaction with Tabel Pihak Berelasi  
Related Parties**

No	Related Parties	Relationship Type	Elements of Related Party Transactions
1.	Key Employees	Relationship of control of company activities	Loans, customer savings, Program imbalan kerja
2.	Government of the Republic of Indonesia (RI)	Majority ownership through the Ministry of Finance of the Republic of Indonesia	Securities, Loans received
3.	Perum BULOG	Ownership relationship through the Central Government of the Republic of Indonesia	Irrevocable L/C that is running for import purposes, credit provided, customer deposits
4.	PT Sarana Multi Infrastruktur (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Securities
5.	PT Bank Mandiri Taspen	Ownership relationship through the Central Government of the Republic of Indonesia	Placements with Bank Indonesia and other financial institutions
6.	PT PNM Investment Management	Ownership relationship through the Central Government of the Republic of Indonesia	Securities
7.	PT BNI Asset Management	Ownership relationship through the Central Government of the Republic of Indonesia	Securities
8.	PT Rajawali Nusantara Indonesia	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other invoices
9.	PT Perkebunan Nusantara VII (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
10.	PT Inka Multi Solusi	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptances receivable and payable
11.	PT Industri Kereta Api (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptances receivable and payable, Irrevocable L/C that is in progress for import purposes
12.	PT Wijaya Karya Realty	Ownership relationship through the Central Government of the Republic of Indonesia	Other assets
13.	PT PAL Indonesia	Ownership relationship through the Central Government of the Republic of Indonesia	Issued guarantee
14.	PT Telekomunikasi Selular	Ownership relationship through the Central Government of the Republic of Indonesia	Issued guarantee
15.	PT Pelabuhan Indonesia (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Customer deposits
16.	PT Semen Indonesia (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Customer deposits
17.	PT Jasa Marga Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Customer deposits
18.	PT Taspen (persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Customer deposits
19.	PT Bukit Asam Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Customer deposits
20.	PT Bank Mandiri (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Securities, Current accounts with other banks, Placements with Bank Indonesia and other financial institutions, Loans received, Deposits from other banks
21.	PT Bank Negara Indonesia (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Current accounts with other banks, Placements with Bank Indonesia and other financial institutions, Loans received, Deposits from other banks
22.	PT Petrokimia Gresik	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptance receivables and liabilities, customer deposits
23.	PT Perusahaan Listrik Negara (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Securities, credit granted, irrevocable L/C that is in progress for import purposes
24.	PT Bahana Artha Ventura	Ownership relationship through the Central Government of the Republic of Indonesia	Equity investments
25.	PT Bahana TCW Investment Management	Ownership relationship through the Central Government of the Republic of Indonesia	Securities, customer deposits



No	Related Parties	Relationship Type	Elements of Related Party Transactions
26.	PT Bank Syariah Indonesia Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Investments in shares, current accounts with other banks, placements with Bank Indonesia and other financial institutions, loans received, deposits from other banks
27.	PT Perusahaan Gas Negara Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Issued guarantee
28.	PT Bank Tabungan Negara (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Current accounts with other banks, Placements with Bank Indonesia and other financial institutions, Loans received, Deposits from other banks
29.	PT BRI Manajemen Investasi (dahulu PT Danareksa Investment Management)	Ownership relationship through the Central Government of the Republic of Indonesia	Securities
30.	PT Dirgantara Indonesia (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
31.	PT Garuda Maintenance Facility Aero Asia Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
32.	PT Kereta Api Indonesia (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
33.	PT Krakatau Steel (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Credit provided, customer savings
34.	PT Pembangunan Perumahan (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptance receivables and liabilities, issued guarantees, outstanding irrevocable L/Cs for imports, customer deposits, export bills of exchange and other receivables
35.	PT Pertamina (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Guarantees issued, customer deposits
36.	PT Adhi Karya (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptance bills and liabilities, issued guarantees, export bills and other bills
37.	PT Indonesia Asahan Aluminium (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Securities, irrevocable L/C that are in progress for import purposes
38.	Lembaga Pembiayaan Ekspor Indonesia	Ownership relationship through the Central Government of the Republic of Indonesia	Current accounts with other banks, Guarantees issued, Loans received
39.	PT Pertamina EP Cepu	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
40.	Pusat Investasi Pemerintah	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
41.	PT Pertamina Hulu Rokan	Ownership relationship through the Central Government of the Republic of Indonesia	Issued guarantee
42.	PT PP Presisi Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other bills, Acceptance bills and liabilities
43.	PT Waskita Karya (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Kredit yang diberikan, Issued guarantee
44.	PT Wijaya Karya (Persero) Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Garansi yang diterbitkan
45.	PT Wijaya Karya Bangunan Gedung Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptance receivables and liabilities, irrevocable L/Cs that are in progress for import purposes
46.	PT Hutama Karya Infrastruktur	Ownership relationship through the Central Government of the Republic of Indonesia	Accounts receivable financing
47.	PT Fintek Karya Nusantara	Ownership relationship through the Central Government of the Republic of Indonesia	Accounts receivable financing
48.	PT Petrokimia Kayaku	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptances receivable and payable
49.	PT Kilang Pertamina International	Ownership relationship through the Central Government of the Republic of Indonesia	Irrevocable L/C that is in progress for import purposes
50.	PT Sarana Multigriya Finansial (Persero)	Ownership relationship through the Central Government of the Republic of Indonesia	Securities, Loans received
51.	Yayasan Kesejahteraan Pekerja BRI	Ownership relationship through the Central Government of the Republic of Indonesia	THT program, customer savings
52.	Dana Pensiun BRI	Ownership relationship through the Central Government of the Republic of Indonesia	Employee Benefits Pension Plan

No	Related Parties	Relationship Type	Elements of Related Party Transactions
53.	Dana Pensiun Pegadaian	Ownership relationship through the Central Government of the Republic of Indonesia	Employee Benefits Pension Plan
54.	Dana Pensiun Lembaga Keuangan BRI	Ownership relationship through the Central Government of the Republic of Indonesia	Employee Benefits Pension Plan
55.	Dana Pensiun Lembaga Keuangan BNI	Ownership relationship through the Central Government of the Republic of Indonesia	Employee Benefits Pension Plan
56.	PT Bank Hibank Indonesia (dahulu PT Bank Mayora)	Ownership relationship through the Central Government of the Republic of Indonesia	Current accounts with other banks, Loans received
57.	PT Bhirawa Steel	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other invoices, Irrevocable L/C that is in progress for import purposes
58.	PT Kresna Kusuma Dyandra Marga	Ownership relationship through the Central Government of the Republic of Indonesia	Loans provided
59.	High Speed Railways Contractor Consortium	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other bills
60.	PT Garuda Indonesia Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Credit provided, customer savings
61.	PT Lancar Jaya Mandiri Abadi	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other bills, customer deposits
62.	PT Elnusa Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other bills
63.	PT Wijaya Karya Industri Energi	Ownership relationship through the Central Government of the Republic of Indonesia	Acceptances receivable and payable
64.	PT Pupuk Kalimantan Timur	Ownership relationship through the Central Government of the Republic of Indonesia	Irrevocable L/C that is running for imports, export bills and other bills, customer deposits
65.	PT Kimia Farma Tbk	Ownership relationship through the Central Government of the Republic of Indonesia	Irrevocable L/C that is running for import purposes, customer deposits
66.	PT Wika Semarang Demak Seksi 2	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other bills
67.	PT Pupuk Kujang Cikampek	Ownership relationship through the Central Government of the Republic of Indonesia	Export bills and other bills, customer deposits
68.	PT Prima Armada Raya	Ownership relationship through the Central Government of the Republic of Indonesia	Accounts receivable financing

### Fairness and Reasons For The Transaction

In the normal course of business, BRI conducted transactions with related parties due to ownership and/or management relationships. Related party transactions occurred because of BRI's business needs. All transactions with related parties became

subject to mutually agreed policies and terms. Transactions with related parties were carried out fairly in accordance with the interests of the Company (Arm's Length Transaction). The transaction had been carried out in accordance with the laws and regulations and was free from conflicts of interest.

### Realization of Related Party Transactions

Details of transaction balances with related parties are described as follows

Table of Realization of Related Party Transactions

(in IDR million)

Description	2023	2022
<b>Asset</b>		
Current accounts with other banks	448,259	697,978
Placements with Bank Indonesia and other financial institutions	2,927,441	3,052,713
Securities	256,540,281	286,311,292
Export bills and other bills	5,039,044	8,911,425



Description	2023	2022
Loan granted	61,280,470	63,749,756
Receivables Lease Financing	30,351	7,205
Acceptance Receivables and Liabilities	1,213,562	1,609,971
Share Investment	6,312,323	5,278,029
<b>Total assets of related parties</b>	<b>334,449,197</b>	<b>370,325,978</b>
<b>Total consolidated assets</b>	<b>1,965,007,030</b>	<b>1,865,639,010</b>
<b>Percentage of total assets of related parties to total consolidated assets</b>	<b>17.02%</b>	<b>19.85%</b>
<b>Liability</b>		
Current account	174,894,844	184,165,751
Savings	446,427	864,745
Time deposit	156,298,259	139,196,981
Deposit from other banks and other financial institution	462,943	821,691
Loan Accepted	26,072,346	18,847,671
Subordinated loans	231,563	363,095
Compensation to key employee management	1,616,737	887,492
<b>Total liabilities to related parties</b>	<b>366,710,645</b>	<b>352,428,274</b>
<b>Total consolidated liabilities</b>	<b>1,648,534,888</b>	<b>1,562,243,693</b>
<b>Percentage of total liabilities to related parties to total consolidated liabilities</b>	<b>22.24%</b>	<b>22.58%</b>
<b>Commitments and Contingencies on Administrative Accounts</b>		
Issued warranty	23,166,828	32,400,198
Irrevocable L/C that is in progress for import	8,219,329	6,268,627
Defined Benefit Pension Plan Contributions	814,934	563,595
Old Age Benefit Program Contributions	136,643	128,467
Defined Contribution Pension Plan Contributions	468,697	451,679
Other Benefit Program Contributions Defined Benefit Funds	-	-
<b>Total</b>	<b>1,420,274</b>	<b>1,143,741</b>
<b>Salaries and allowances of the Board of Commissioners and the Board of Directors</b>		
Salaries and allowances of the Board of Directors	195,671	189,966
Salaries and allowances of the Board of Commissioners	83,417	84,369
<b>Total</b>	<b>279,088</b>	<b>274,335</b>
<b>Tantiem, bonuses and incentives for the Board of Commissioners and the Board of Directors</b>		
Tantiem for the Board of Directors	404,423	443,816
Tantiem for the Board of Commissioners	159,244	131,568
Key employee bonuses and incentives	187,258	97,479
<b>Total</b>	<b>750,925</b>	<b>672,863</b>

**Table of Percentage of Transactions with Related Parties to Total Consolidated Assets and Liabilities of BRI and Subsidiaries**

(in %)

Description	2023	2022
<b>Asset</b>		
Current accounts with other banks	0,023	0,037
Placements with Bank Indonesia and other financial institutions	0,149	0,164
Securities	13,055	15,347
Export bills and other bills	0,256	0,478

Description	2023	2022
Loan granted	3,119	3,417
Receivables Lease Financing	0,002	0
Acceptance Bill	0,062	0,086
Share Investment	0,321	0,283
<b>Other assets</b>	<b>0,036</b>	<b>0,038</b>
<b>Total</b>	<b>17,023</b>	<b>19,850</b>
<b>Liability</b>		
Current account	10,609	11,789
Savings	0,027	0,055
Time deposit	9,481	8,91
Deposit from other banks and other financial institution	0,028	0,053
Securities issued	0,404	0,489
Securities sold under agreement to repurchase	1,583	1,207
Subordinated Loans and Marketable Securities	0,014	0,023
Compensation to key employee management	0,098	0,057
<b>Total</b>	<b>22,244</b>	<b>22,583</b>

### Review of Mechanism Policy on Transactions and Fulfillment of Related Rules and Conditions

Transactions with related parties were carried out on the same terms and conditions as transactions with third parties. Transactions carried out by the Bank have complied with Financial Services Authority Regulation no. 42/POJK.04/2020 concerning Affiliate Transactions and Conflict of Interest Transactions (POJK 42/2020), when these transactions are carried out. All material transactions and balances with related parties were disclosed in the relevant notes to the consolidated financial statements and the details could be presented in Note 44 to the consolidated financial statements. Furthermore, material balances and transactions between BRI and its subsidiaries with the Government of the Republic of Indonesia

(RI) and other entities related to the Government of the Republic of Indonesia were also disclosed in Note 44.

Every transaction with a related party had to go through a review mechanism in accordance with what had been determined by the Company. All significant transactions and balances with related parties were carried out on normal and fair terms. Transactions with related parties were carried out based on terms agreed by both parties, where these terms might not be the same as transactions made with unrelated parties. The terms and conditions of transactions with related parties were generally carried out as with third parties reviewed by the Risk Management Oversight Committee and had to obtain approval from the Board of Commissioners.

### Changes In Law and Their Impact on Bank

Table of Changes in Legislation 2023

No	Regulation	Description	Information on Adjustments Made	Impact on Financial Statements
1.	Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector.	The P2SK Law is an Omnibuslaw where there are 27 chapters and 341 articles contained in it which regulate five things that are very crucial for financial sector reform, namely: 1. Strengthening financial sector authority institutions while paying attention to independence; 2. Strengthening governance and increasing public trust; 3. Encouraging the accumulation of long-term funds in the financial sector for prosperity and support for sustainable development financing; 4. Consumer protection; And 5. Financial sector literacy, inclusion and innovation.	1. BRI adjusted the Business Activities in the Articles of Association in accordance with changes to provisions relating to Commercial Bank Business Activities in the P2SK Law; 2. BRI was obliged to adjust internal provisions related to Bank Secrecy following changes to the Bank Secrecy provisions in Article 40, Article 40A, Article 40B and Article 40C of the Banking Law as regulated in the P2SK Law; 3. BRI was obliged to adjust the BRI Pension Fund Regulations where there are changes to the provisions on Pension Benefits, Retirement Age and Inactive Funds related to Pension Funds in the P2SK Law;	Has no impact on the composition of the Financial Statements.



No	Regulation	Description	Information on Adjustments Made	Impact on Financial Statements
			<p>4. BRI had to adjust the provisions regarding write-offs for loans to Micro, Small and Medium Enterprises.</p> <p>5. Considering that there were regulations clarified in derivative regulations, in making adjustments/ implementing the provisions of the P2SK Law, BRI had to pay attention to the derivative regulations of the P2SK Law that would be issued by the regulator (OJK, BI, Ministry of Finance, etc.).</p>	
2.	Republic of Indonesia Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.	<p>That in an effort to realize synchronous and harmonious SOEs Ministerial Regulations to support planned, integrated and sustainable SOEs management, a legal breakthrough is needed by combining several related SOEs Regulations into 1 (one) comprehensive Ministerial Regulation. There are several new arrangements in this SOEs Regulation as follows:</p> <ol style="list-style-type: none"> <li>1. List and Track Records of Candidates for SOEs Directors (Chapter II).</li> <li>2. Young Talents Who Become Directors of SOEs (Chapter III).</li> <li>3. Single Income of SOEs Directors (Chapter VI).</li> <li>4. Eligibility of Tantiem/Performance Incentives (Chapter VII).</li> <li>5. Long Term Incentives (LTI) (Chapter VII).</li> <li>6. Income Determination Consultation (Chapter VII).</li> <li>7. Housing and Vehicle Facilities Allowance (Chapter VII).</li> </ol>	<ol style="list-style-type: none"> <li>1. BRI had to adjust internal regulations related to Human Capital, especially the addition of new provisions in SOEs PER 3, including: Retirement Provisions for Employees who are Directors, Single Income for Directors, Provisions for Tantiem and Incentives, and Allowances for Directors.</li> <li>2. BRI had to adjust the provisions regarding Legal Assistance provided to the Board of Directors as stipulated in PER SOEs 3.</li> </ol>	Has no impact on the composition of the Financial Statements.
3	Republic of Indonesia Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs.	<p>This SOEs regulation is an effort made by the Ministry of SOEs as a value creation agent and development agent to support national economic growth through synchronization and harmonization of regulations relating to the principles of governance of State-Owned Enterprises, implementation of risk management for State-Owned Enterprises, assessment of the health level of the Agency. State-Owned Enterprises, strategic planning for State-Owned Enterprises, guidelines for significant corporate activities of State-Owned Enterprises, implementation of information technology for State-Owned Enterprises, and reporting for State-Owned Enterprises.</p>	<ol style="list-style-type: none"> <li>1. BRI had to carry out the new obligations regulated in PER SOEs 2, including the obligations: <ol style="list-style-type: none"> <li>a. Quarterly reports and Annual Reports to the GMS/Minister.</li> <li>b. IT implementation report which is integrated with the annual report to the GMS/Minister</li> <li>c. Report on the realization of additional use of PMN signed by the main director and main commissioner to the GMS</li> <li>d. BRI Health Level Assessment is based on corporate rating. The ranking consists of (stand alone rating) and (final rating).</li> </ol> </li> <li>2. BRI must adjust internal provisions related to the SOEs Procurement of Goods and Services Guidelines, SOEs Cooperation Guidelines.</li> </ol>	Has no impact on the composition of the Financial Statements.
4.	POJK 17 of 2023 concerning Governance for Commercial Banks	<p>POJK Governance is an umbrella provision that harmonizes various provisions, both related to aspects of governance which are regulated in separate topics in a POJK, other related provisions, including providing strengthening or adjusting policies according to the latest banking needs that apply to all Commercial Banks, both conventional and sharia.</p>	<ol style="list-style-type: none"> <li>1. BRI was obliged to implement good governance which at least includes the principles of openness, accountability, responsibility, independence and fairness.</li> <li>2. BRI was obliged to adapt the principles of implementing governance as regulated in POJK 17 of 2023 in the General Corporate Governance Policy of PT Bank Rakyat Indonesia (Persero) Tbk.</li> <li>3. BRI had to pay attention to new provisions regarding the replacement, dismissal and/ or appointment of Directors/Board of Commissioners in accordance with POJK 17 of 2023.</li> </ol>	Has no impact on the composition of the Financial Statements.
5.	PBI Number 3 of 2023 concerning Bank Indonesia Consumer Protection	<p>In connection with the reform of the protective regulations contained in the P2SK Law, and the publication of the Personal Data Protection Law (UU PDP), it also encourages a review of data protection regulations and following the G20/OECD High Level Principles on Financial Consumer Protection. For this reason, Bank Indonesia needs to adjust and re-arrange aspects of consumer protection that are within the scope of Bank Indonesia's authority, so that they can be in line with and support the implementation of the Law. Consumer protection is very important to increase public confidence in financial products and services, as well as supporting the achievement of financial sector stability. This PBI regulates, among other things, the following provisions:</p> <ol style="list-style-type: none"> <li>1. Consumer Protection Principles.</li> <li>2. Handling of Consumer Complaints by Bank Indonesia.</li> <li>3. Supervision Activities by BI.</li> </ol>	<p>BRI had to make adjustments to internal regulations and product/service provisions by referring to the PBI for Consumer Protection, especially products related to the Payment System.</p>	Has no impact on the composition of the Financial Statements.

No	Regulation	Description	Information on Adjustments Made	Impact on Financial Statements
6.	Deposit Insurance Agency Regulation Number 1 of 2023 concerning the Deposit Guarantee Program	In order to increase the effectiveness of the implementation of deposit insurance and adapt several regulations to Law Number 4 of 2023 concerning Development and Strengthening of the Financial Sector ("UU P2SK"), regulations regarding the deposit guarantee program are needed that can ensure the implementation of deposit insurance effectively. PLPS 1 of 2023 regulates the following matters: 1. Membership Arrangements 2. Guarantee Premium Settings 3. Deposit Insurance Arrangements 4. Objection Handling Settings 5. Administrative and Criminal Sanctions Regulations	1. BRI must had to out the new obligations regulated by PLPS Number 1 of 2023, namely: a. Carry out your own assessment of the Bank's obligations b. Changes to Bank Statement Provisions 2. BRI had to adjust the Deposit Insurance Agency premium calculation where there are adjustments to the types of savings guaranteed by Deposit Insurance Agency. 3. BRI must ensure premium payment obligations are paid to Deposit Insurance Agency, because Deposit Insurance Agency has the authority to verify premiums within a period of 10 (ten) years starting from the due date for premium payments for the period in question on January 31 or July 31.	Has no impact on the composition of the Financial Statements.

## Accounting Policy Changes

Information regarding changes in accounting policies, reasons and their impact on financial statements is presented as follows.

Table of Changes in Accounting Policies

No	Changes in Accounting Policies	Reasons for Changes in Accounting Policies	Exposure to Consequences and Adjustments Made	Quantitative Impact of Changes in Accounting Policies on Financial Reports
1.	<b>Amendment to PSAK No. 1 "Presentation of Financial Reports regarding Disclosure of Accounting Policies"</b> . • Effective January 01, 2023. • This amendment is adopted from amendment to IAS No. 1 "Presentation of Financial Statements: Disclosure of Accounting Policies". • This amendment clarifies that not all accounting policy information related to material transactions, events or other conditions is material to the financial statements.	Changes in accounting policies in 2023 were due to the implementation of the Statement of Financial Accounting Standards (PSAK) as a form adoption of International Financial Reporting Standards (IFRS) which has been approved by the Financial Accounting Standards Board – Indonesian Accounting Association (DSAK – IAI) effective January 1, 2023.	Amendment to PSAK No. 1 does not have a material impact on financial reporting and disclosures in the consolidated financial statements.  Does not have a quantitative impact on financial statements.	Update BRI's internal accounting policies in accordance with the requirements provided by the amendment.
2.	<b>Amendment to PSAK No. 16 "Fixed Assets on Yield Before Intended Use"</b> . • Effective January 01, 2023. • This amendment is adopted from amendment to IAS No. 16 "Property, Plant and Equipment: Proceeds before Intended Use". • This amendment clarifies examples of costs that can be directly attributed to the cost of acquiring fixed assets.	This change is motivated by the practice of a lot of accounting policy information being disclosed in notes to financial reports which seem excessive and tended to be just a formality, as well as a lack of clear guidance in determining changes in accounting treatment as changes to estimates or accounting policies.	Amendment to PSAK No. 16 does not have a material impact on financial reporting and disclosures in the consolidated financial statements.  Does not have a quantitative impact on financial statements.	Update BRI's internal accounting policies in accordance with the requirements provided by the amendment.
3.	<b>Changes in Accounting Estimates, and Errors regarding the Definition of Accounting Estimates"</b> . • Effective January 01, 2023. • This amendment is adopted from amendment to IAS No. 8 "Accounting Policies, Changes in Accounting Estimates and Errors: Definition of Accounting Estimates". • This amendment clarifies the definition of accounting estimates and clarifies changes in accounting estimates.		Amendment to PSAK No. 25 does not have a material impact on financial reporting and disclosures in the consolidated financial statements.  Does not have a quantitative impact on financial statements.	Update BRI's internal accounting policies in accordance with the requirements provided by the amendment
4.	<b>Amendment to PSAK No. 46 "Income Tax regarding Deferred Taxes related to Assets and Liabilities arising from Single Transactions"</b> . • Effective January 01, 2023. • This amendment is adopted from amendment to IAS No. 12 "Income Taxes: Deferred Tax related to Assets and Liabilities arising from a Single Transaction". • This amendment clarifies the description and initial recognition exceptions for deferred tax assets and liabilities.		Amendment to PSAK No. 46 does not have a material impact on financial reporting and disclosures in the consolidated financial statements.  Does not have a quantitative impact on financial statements.	Update BRI's internal accounting policies in accordance with the requirements provided by the amendment



No	Changes in Accounting Policies	Reasons for Changes in Accounting Policies	Exposure to Consequences and Adjustments Made	Quantitative Impact of Changes in Accounting Policies on Financial Reports
5.	<b>Amendment to PSAK No. 46 "Income Taxes on International Tax Reform - Pillar Two Model Provisions"</b> . <ul style="list-style-type: none"> <li>Effective January 01, 2023.</li> <li>This amendment is adopted from amendment to IAS No. 12 "Income Taxes: International Tax Reform - Pillar Two Model Rules".</li> <li>amendment provides for a temporary exception to the accounting treatment of deferred tax related to the application of the provisions of the Pillar Two tax model and its disclosures.</li> </ul>		Amendment to PSAK No. 46 does not have a material impact on financial reporting and disclosures in the consolidated financial statements.  Does not have a quantitative impact on financial statements.	Update BRI's internal accounting policies in accordance with the requirements provided by the amendment

## Bank Soundness Level

Bank Soundness Level is assessed based on Otoritas Jasa Keuangan Regulation No. 4/POJK.03/2016 concerning Assessment of the Soundness of Commercial Banks using a risk approach (Risk-Based Bank Rating). Bank Soundness Level assessment is carried out on the Bank's risk and performance which can be seen from the final rating of the assessment results.

Assessment of the Soundness of Commercial Banks using a risk approach (Risk-Based Bank Rating) is carried out with a scope of evaluation of the following 4 (four) factors:

1. Risk Profile
2. Good Corporate Governance (GCG)
3. Profitability (Earnings)
4. Capital

**Table of Individual BRI Soundness Level (Self Assessment)**

Rating Factor	2nd Semester Assessment 2023	2nd Semester Assessment 2022
	Rating	Rating
Risk Profile	2	2
Good Corporate Governance (GCG)	2	2
Profitability	2	1
Capital	1	2
<b>Risk-Based Bank Soundness Rating</b>	<b>2</b>	<b>2</b>

BRI Bank's Soundness Level Rating using the risk-based assessment method (RBBR) is at Composite Rating 2 (PK 2) – GENERALLY HEALTHY with details for each assessment factor, BRI's Risk Profile is at Rating 2 (Low to Moderate), GCG is at Rating 2 (Good), Profitability is at Rating 2 (Adequate) and Capital is at Rank 1 (Very Adequate).

## Business Continuous Information

### Potentially Influential Significant to Business Continuity

Threats to BRI's business continuity can come from potential disruptions/disasters caused by, among other things, nature (natural disasters), deliberate actions, business process failures or technological disruptions. To anticipate the impact of this potential disruption, the BRI Board of Directors developed and

implemented a Business Continuity Management (BCM) Policy which is regulated in Circular Letter No. SE.50-DIR/MPE/12/2023 dated December 29, 2023 and Standard Operating Procedure No. SO.05a-ORD/05/2023 dated June 27, 2023. The objectives of the BCM policy include, among others, to protect the security



and safety of BRI employees, their families, customers and stakeholders in accordance with the existing Disaster Management Plan (RPB). Apart from that, BCM aims to maintain the continuity of the most important business/operational activities, safeguard BRI assets, and have an adequate response in every condition, whether in normal conditions, crisis conditions, disaster recovery phase until conditions return to normal (new normal). Currently, the challenges of BCM apart from the 4 (four) factors above are related to the digitalization of banking and financial systems which can cause many disruptions, one of which is cyber attacks.

Apart from the threat of potential disruption/disaster, there is also a threat to BRI's business continuity originating from financial market disruption. To anticipate the impact of this disruption, BRI developed and established an Emergency Funding Plan (CFP) and Action Plan (Recovery Plan) which refers to Law of the Republic of Indonesia No. 4 of 2023 dated January 12 2023 concerning Development and Strengthening of the Financial Sector. The CFP policy contains approaches and strategies for dealing with crisis conditions that impact liquidity to ensure BRI's ability to obtain the required funding sources in a timely manner and at a reasonable cost. For more severe conditions, BRI will implement a Recovery Plan so that the bank is able to return to running its business in a proper and sustainable condition.

### Management Assessment on Matters Potentially Significant Influence Against Business Continuity with Assumptions Used

In order to implement proactive BCM, the BCM Policy has been updated which consists of:

1. Disaster Threat Risk Assessment (PRAB), Business Impact Analysis (BIA), Business Continuity Plan (BCP), Emergency Response Plan (ERP), Crisis Management Plan (CMP), Disaster Recovery Plan (DRP), and Socialization and Testing. To ensure the implementation of BCM and Occupational Safety and Health (K3), BCP trials have been carried out in the BRI Bank Critical Division, as well as socialization and trials of emergency response (Emergency Response) at the head office as well as all regional offices and their supervisory work units. BRI Bank work units have also carried out a Threat and Disaster Risk Assessment (PRAB)/Risk and Threat Assessment which aims to identify the highest threats/disasters in the work unit as well as the resources needed to prepare for facing these threats/disasters.
2. Updates to BRI Bank's Emergency Funding Plan (CFP) and Action Plan (Recovery Plan) policies which include aspects of updating early warning indicators and trigger levels, emergency funding strategies and recovery options as well as communication strategies for handling crises. Regular monitoring of early warning indicators and trigger levels is carried out. In addition, to ensure the readiness of the BRI organization in implementing CFP procedures, a contingency funding plan trial simulation was carried out to ensure the feasibility of CFP.

## Tax Aspect

### Disclosure of the Governance Framework, Management and Control

PT Bank Rakyat Indonesia (Persero) Tbk as a state-owned bank that has gone public and of which shares are mostly owned by the Indonesian government is committed to carrying out its obligations in the field of taxation in accordance with applicable regulations. In the context of better tax management, BRI applies tax principles to realize tax management effectively and efficiently, and is always in line with the provisions of applicable tax laws..

On June 30, 2020, the Government issued Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia No. 1 of 2020 which has become Law (UU) Number 2 of 2020, as well as establishing Government Regulation (PP) No. 30 of 2020 concerning Reduction of Income Tax Rates for Domestic Corporate Taxpayers in the Form of Public Companies and was effective from the date of promulgation, namely on June 19, 2020. Furthermore, on October 29, 2021 the Government issued Law of the Republic of Indonesia Number 7 of 2021 concerning Harmonization Tax Regulations (UU HPP). The regulation stipulated a reduction in the income tax rate for domestic corporate taxpayers and permanent establishments from the original 25% to 22% for the 2020, 2021, 2022 and subsequent tax years, as well as a further reduction in the tax rate of 3% for domestic taxpayers who met certain requirements.

Based on the statement letter No. DE/1/2024-0191 dated January 4, 2024 and the monthly share ownership report from the Securities Administration Bureau, Datindo Entrycom regarding BRI share ownership during 2023, all of the above certain requirements to obtain the tax rate reduction facility were based on the report. BRI's finances for the year ending December 31, 2023 have been fulfilled to obtain incentives for reducing the tax rate by 3% based on the provisions of Article 5 paragraph (2) of Law No. 2 of 2020, so that for 2023 BRI uses a tax rate of 19% in the calculations Corporate Income Tax.

Bank BRI takes a tax approach based on compliance with all applicable tax regulations. Bank BRI has developed tax policies and strategies approved and reviewed annually by the Director of Finance in reporting the Annual Corporate Income Tax SPT. In managing tax implementation, BRI has established a comprehensive and structured process, such as:

1. The governance (executive) body responsible for implementing the tax strategy is the Finance Director.
2. BRI Bank has internal tax guidelines for fulfilling tax obligations in the BRI Tax Provisions Circular and BRI Tax Operational Procedure Standards which are used and become standards for all BRI Work Units.



- BRI identifies, manages and monitors tax obligations in accordance with applicable regulations through continuous monitoring and reconciliation carried out by the Financial and Management Accounting Division and related work units.
- Bank BRI discloses tax information transparently following reporting guidelines for shareholders and the public.

The most important stakeholder in tax matters is the government through the tax office. For this reason, BRI always maintains good relations with the tax authorities, but without being involved in public policy advocacy related to taxation, or other efforts to influence the tax authorities. Bank BRI implements compliance with all laws and regulations issued by the tax authorities. Bank BRI only operates in Indonesia with several branches abroad, therefore tax reporting is only done for Indonesia.

#### Table of Tax Payment

(Bank Only, in IDR million)

Tax Type	Tahun 2023	Tahun 2022
Income Tax Article 21	2,680,437	2,536,394
Income Tax Article 22	63,313	55,064
Income Tax Article 23	157,296	152,727
Income Tax Article 26	2,978,403	1,932,182
Final Income Tax Article 4 paragraph (2)	5,097,270	3,045,296
VAT and PPnBM	232,240	252,698
Stamp Duty	84,178	23,237
Sub Amount of Potput Tax	11,293,137	7,997,599
Corporate Income Tax (Corporate Tax)	10,817,648	12,135,836

## Response to Change In Monetary Policy Direction

Throughout 2023, Bank Indonesia (BI) raised the BI benchmark interest rate (BI-Rate) by 50 bps from 5.50% in December 2022 to 6.00% in December 2023. BI monetary policy was consistent and focused on Rupiah exchange rate stability against the US Dollar and keep inflation under control according to the target of  $2.5 \pm 1\%$  in 2024. Meanwhile, macroprudential policies and payment systems remain supporting sustainable economic growth, in line with the high uncertainty in the economy and financial markets globally in the future.

In this regard, BI continues to strengthen the mix of monetary, macroprudential and payment system policies to maintain stability and support sustainable economic growth with the following efforts:

- Stabilization of the Rupiah exchange rate through intervention in the foreign exchange market in spot transactions, Domestic Non-Deliverable Forward (DNDF), and Government Securities (SBN) in the secondary market.
- Strengthening pro-market monetary operations strategies for monetary policy effectiveness, including optimization of Bank Indonesia Rupiah Securities (SRBI), Bank Indonesia Foreign Currency Securities (SVBI), and Bank Indonesia Foreign Currency Sukuk (SUVBI).
- Strengthening the policy of transparency in Basic Credit Interest Rates (SBDK) with a focus on credit interest rates per economic sector.
- Acceleration of digitalization of payment systems and expansion of cooperation between countries to increase transaction volume and encourage inclusion in the Digital Financial Economy (EKD), through:
  - Expanding QRIS implementation by:
    - Set a QRIS usage target of 55 million users by 2024.
    - Set a QRIS transaction volume target of 2.5 billion transactions by 2024.
    - Strengthening QRIS implementation strategies between countries to accelerate transaction acceptance.
  - Strengthening the implementation of the Indonesian Credit Card (KKI) Government Segment by developing the KKI online payment feature, as well as expanding more intensive socialization, coordination and monitoring.
- Expanding international cooperation with central banks and partner country authorities, particularly through QRIS between countries and Local Currency Transactions (LCT), as well as facilitating trade and tourism investment promotion in priority sectors in collaboration with relevant agencies.

Apart from these steps, BI is also increasing its policy coordination with the Government to maintain macroeconomic stability and support economic growth. Moreover, BI also strengthens policy coordination with the Central Government, Regional Government, and strategic partners including the National Movement for Food Inflation Control (GNPIP) program in various regions in the Central and Regional Inflation Control Teams (TPIP and TPID), as well as the Acceleration and Expansion of Digitalization Central and Regional Government Transactions (P2DD). Policy synergy between BI and the Financial System Stability Committee (KSSK) is also strengthened in order to maintain financial system stability and encourage credit/financing to the business world, especially in priority sectors.

Various policy steps taken by BI throughout 2023 have had a positive impact on national banking. In general, banking intermediation is quite good, although relatively slow compared to the position at the end of 2022. Credit growth in October 2023 was recorded to have increased to 8.99% yoy from 8.96% yoy in the previous month. However, this figure is lower than the position at the end of 2022 of 11.35% yoy. On a year-to-date (YTD) basis, Industry's credit growth also only grew by 7.47% until October 2023, lower than the same period last year of 9.80%. Even though credit growth is in a slowing phase, credit quality is relatively well maintained and

stable. In October 2023, the gross non-performing loan (NPL) value was recorded to move steadily and was below 3%, namely 2.42%. Meanwhile, banking industry liquidity is increasingly limited and tends to tighten. Growth in Third Party Funds (DPK) slowed to 3.43% yoy in October 2023, from 6.54% yoy in the previous month.

Meanwhile, in terms of resilience, banking resilience remains well maintained, this is reflected in strong capital and low credit risk. The Capital Adequacy Ratio (CAR) was recorded at a high level of 27.86% in November 2023. Credit risk also remains under control, reflected in the low non-performing loan (NPL) ratio of 2,19% (gross) and 0,75% (net) in December 2023.. BI stress-test results show that national banking resilience remains strong in the face of global pressure. BI will continue to strengthen policy synergies with KSSK in mitigating various risks that have the potential to disrupt financial system stability.

In response to the increase in BI's benchmark interest rate and monetary policy by the FED, BRI selectively adjusted its funding interest rates and credit interest rates (especially short-term credit). However, for the Basic Credit Interest Rate (SBDK), as of December 2023, BRI's SBDK has not undergone any changes with the following details:

Table of Basic Credit Interest Rate

(dalam %)

Interest rate	Corporate Loans	Retail Loans	Micro Loans	Consumer Credit	
				Housing Loans (KPR)	Non-Housing Loans (Non-KPR)
Desember 2023	8.00%	8.25%	14.00%	7.25%	8.75%

## Prohibitions, Limitations and/or Significant Obstacles to the Legal Lending Limit Between Banks and Other Entities in a Business Groups

In carrying out its business activities, BRI established a policy that includes limits on providing funds to related parties in accordance with the Regulation of the Otoritas Jasa Keuangan of the Republic of Indonesia Number 32/POJK.03/2018 concerning Legal Lending Limits (BMPK) and Provision of Large Funds for Commercial Banks and POJK No. 38 /POJK.03/2019 concerning Amendments to POJK No. 32/POJK.03/2018 Concerning LLL and Provision of Large Funds for Commercial Banks.

### Provision of Funds to Related Parties and Large Amount of Funds

One of the causes of the failure of the Bank's business is the Legal Lending Limit that is not supported by the Bank's ability to manage the concentration of Legal Lending Limit effectively. To reduce the potential for Bank business failure as a result

of concentration on Legal Lending Limit, Banks are required to spread and diversify the portfolio of Legal Lending Limit, especially through limiting Legal Lending Limit, both to Related Parties and other than Related Parties in the amount of a certain percentage of Bank Capital or Core Capital (Tier 1) Banks, known as BMPK and Provision of Large Funds. Furthermore, in order to increase Indonesia's economic growth and national competitiveness, efforts are needed to encourage the banking intermediation function by providing concessions or exceptions in the application of LLL and Large Fund Providers while observing the principle of prudence. BRI already owned a policy regarding Legal Lending Limit to Related Parties or Provision of Large Funds (large exposure) and or Legal Lending Limit to other parties who had an interest in the Bank regulated in BRI Directors Circular Letter Number: SE.36-DIR/ KRD/06/ 2019 June 27, 2019 and its amendments.



## Policy of Giving Loan to the Board of Directors and Board of Commissioners

Granting loans to the Directors and Commissioners was included in the provision to Related Parties, and this had to be approved by the Board of Commissioners. Funding for Related Parties had been regulated by the Otoritas Jasa Keuangan and the Company's provisions, namely the BRI Loans Provision Minimum Limit Policy. The provisions and procedures for extending loans to the Board of Directors and Board of Commissioners applied the same as extending loans to prospective BRI Bank debtors in general and were given according to market interest (market rate) and reasonable (arm length basis) while taking into account the principle of prudence.

### Mechanism for Provision of Funds to Related Parties

1. Provision of Funds to Bank Related Parties was submitted independently or collectively through the Wholesale Credit Risk Analyst Division and had to obtain approval from the Board of Commissioners.
2. Provision of Funds to Related Parties had to be reviewed in advance by the BRI Independent Committee before being asked for approval from the Board of Commissioners.
3. Provision of Special Funds (especially loans) to the Board of Directors and Board of Commissioners had to be carried out in a fair and reasonable manner (equal treatment).

### Provision of Funds to Related Parties

Provisions regarding the setting of the LLL limit were that the Portfolio of provision of funds to Related Parties with a Bank as a whole was set at a maximum of 10% (ten percent) of the Bank's Capital. Other regulated party provisions were:

1. Banks were prohibited from providing funds to Related Parties that were contrary to the general procedures for provision of funds.
2. Banks were prohibited from providing fund to Related Parties without the approval of the Bank's Board of Commissioners.
3. Banks were prohibited from purchasing low-quality assets (assets that were of substandard, doubtful or loss quality and/or have been restructured) from Related Parties.
4. In the event that the quality of providing fund to Related Parties declined to substandard, doubtful or loss, the Bank was required to take steps to correct it by:
  - a. Repayment of loans no later than 60 (sixty) days after the decline in the quality of provision of funds; and/or
  - b. Conducted loans restructuring since the decline in the quality of provision of funds.
5. In the event that a Bank provided fund in the form of Equity Participation which caused the party where the Bank made Equity Participation to become a Related Party, the Bank was required to ensure:
  - a. Fund Provision Plan was set at a maximum of 10% (ten percent) of Bank Capital;
  - b. Provision of funds that would be and had been given to

parties in which the Bank made Equity Participation after being added to the entire portfolio of provision of funds to Related Parties was set at a maximum of 10% (ten percent) of Bank Capital;

- c. Meet the conditions referred to in points 1, 2 and 3.

Related parties included:

1. Individuals or companies that controlled the Bank.
2. Legal entity in the event that the Bank acted as a controller.
3. Companies in the case of individuals or companies as referred to in point 1 act as controllers.
4. Members of the Board of Directors, members of the Board of Commissioners, and Bank Executive Officers.
5. Parties who had family relations horizontally or vertically:
  - i. From individuals who were controllers of the Bank as referred to in point 1; and
  - ii. From members of the Board of Directors and/or members of the Board of Commissioners at the Bank as referred to in point 4;
6. Members of the Board of Directors and/or members of the Board of Commissioners in the company as referred to in points 1, 2 and/or 3.
7. Companies of which members of the Board of Directors and/or members of the Board of Commissioners were members of the Board of Commissioners at the Bank.
8. Companies in which 50% (fifty percent) or more members of the Board of Directors and/or members of the Board of Commissioners were Directors and/or Commissioners of the company as referred to in points 1, 2 and 3. The amount of 50% (fifty percent) or more was calculated from the total cumulative Board of Directors and/or Board of Commissioners.
9. Companies that:
  - a. Members of the Board of Directors, members of the Board of Commissioners, and/or Bank Executive Officers acted as controllers; and
  - b. Members of the Board of Directors and/or members of the Board of Commissioners from the parties referred to in points 1, 2 and/or 3 acted as controllers.
10. Collective Investment Contract in which the Bank and/or the parties referred to in points 1-9 own 10% (ten percent) or more shares in the collective investment contract investment manager.
11. Companies that had financial relationships with Banks and/or parties referred to in points 1-9 above.
12. The borrower was an individual or a non-bank company that had a financial relationship through providing guarantees to the parties referred to in points 1-11.
13. Borrowers who had financial relationships through guarantees provided by the parties referred to in points 1-11.
14. Other banks that had financial relationships through the provision of guarantees to the parties referred to in points 1-11 in the event that there was a counter guarantee from the Bank and/or the parties referred to in points 1-11 to the other bank.
15. Other companies in which there was an interest in the form

of share ownership of 10% (ten percent) or more individually or jointly, from the parties referred to in point 5.

## Provision of Funds to Parties Other Than Related Parties

1. Provision of funds to:
  - a. 1 (one) Borrower other than a Related Party; or
  - b. 1 (one) group of Borrowers other than Related Parties
2. Provision of funds to 1 (one) borrower other than Related Parties or 1 (one) group of Borrowers other than Related Parties is set at a maximum of 25% (twenty five percent) of the Bank's Core Capital (Tier 1).
3. Banks were required to determine the classification of Borrowers in a group of borrowers in the event that the Borrower had a controlling relationship with other Borrowers through ownership, management and/or financial relationships.
4. Classification of Borrowers with the following criteria:
  - a. The Borrower was the controller of other Borrowers;
  - b. 1 (one) party that was the controller of several Borrowers;
  - c. 50% (fifty percent) members of the Board of Directors and/or members of the Borrower's Board of Commissioners become members of the Board of Directors and/or members of the Board of Commissioners at other Borrowers;
  - d. The Borrower had financial relationships with other Borrowers; and/or
  - e. The Borrower had a financial relationship in the form of issuing guarantees to take over and/or pay off part or all of the obligations of other Borrowers in the event that another Borrower failed to fulfill obligations to the Bank.
5. Borrower Group classification does not apply to:
  - a. Provision of funds Facilities provided by Banks to debtors in general Bank business activities; and
  - b. Providing guarantees by insurance companies, guarantee companies, the Government of the Republic of Indonesia, and/or governments of other countries.
  - c. Provision of loans to debtors through companies using the forwarding method.
  - d. Providing loans with a nucleus-plasma partnership pattern with a core company scheme guaranteeing loan to plasma.
  - e. Provincial government and district/municipal government as well as between each district/city government.

## Provision of Funds

Provision of funds that were considered in the calculation of LLL and Provision of Large Funds were all Provision of funds in the position of the banking book and trading book.

1. Types of Provision of funds, namely:
  - a. Placement;
  - b. Derivative transactions;
  - c. Securities;
  - d. Securities sold under agreement to repurchase (repo);
  - e. Claims on securities purchased with agreements to resell (reverse repo);
  - f. Acceptance bills;
  - g. Loans;
  - h. Equity capital;
  - i. Temporary equity participation;
  - j. Administrative account transactions; and
  - k. Other forms of provision of funds that can be equated with letters a through j.
2. Provision of Bank Funds to SOEs for development purposes was set at a maximum of 30% (thirty percent) of Bank Capital.
3. Provision of funds to SOEs for development purposes such as Provision of funds for:
  - a. food procurement;
  - b. very simple Home procurement;
  - c. Procurement, supply and/or management of oil and natural gas as well as alternative natural sources of energy that are equivalent;
  - d. Procurement, supply and/or management of water;
  - e. Procurement, provision and/or management of electricity;
  - f. Procurement and/or management of export-oriented commodities;
  - g. Procurement of instructors supporting land, sea and air transportation in the form of construction of roads, bridges, railroads, seaports and airports; and/or
  - h. The development of the National Tourism Strategic Area (KPSN) which was determined and prioritized by the central government.

## Credit RISK Mitigation Techniques

BRI was required to apply a Credit Risk Mitigation technique that met certain requirements in calculating LLL in the event that BRI recognized the existence of collateral, guarantees, guarantees or loan insurance as a Credit Risk Mitigation technique in calculating weighted assets according to credit risk using the standard approach by referring to the provisions of the Otoritas Jasa Keuangan which regulated regarding guidelines for calculating risk-weighted assets for credit risk using a standardized approach.

## Exceptions From Calculation of Legal Lending Limit (LLL)

Placements at each Prime Bank were excluded from the LLL calculation with the following provisions:

1. Legal Lending Limit Section for Borrowers who obtain guarantees from Prime Bank.
2. Legal Lending Limit to the Central Government.
3. Placement with Bank Indonesia.
4. Purchase of Securities issued by the Government of the Republic of Indonesia and/or Bank Indonesia.
5. The Legal Lending Limit Division which obtained guarantees from the Government of the Republic of Indonesia under certain conditions.
6. Export-oriented Legal Lending Limit to financial institutions and the Legal Lending Limit Division which obtain guarantees from financial institutions that meet certain requirements.



- The portion of Legal Lending Limit guaranteed by certain collateral and meets certain requirements.
- Legal Lending Limit which had become a factor reducing Capital.

## Exceeding Legal Lending Limit (LLL)

### Excess Conditions

Legal Lending Limit by BRI was categorized as Exceeding the LLL caused by:

- Decrease in Capital or Core Capital (Tier 1)
- Exchange rate changes
- Changes in fair value
- Business mergers, changes in ownership structure, and/or changes in management structure that caused changes in Related Parties and/or Borrower groups;

- Changes in provisions (regarding changes to parties categorized as Related Parties or Borrower groups).

Determination of the Borrower in the calculation of LLL Exceeding was carried out in accordance with the provisions for calculating Legal Lending Limit. LLL exceedance was calculated based on the value recorded at the date of the report.

### Settlement of Violations and Exceeding of LLL Bookings

During 2023, BRI has never violated or exceeded the LLL. In the event that the Bank violates and/or exceeds the LLL, BRI is required to prepare a follow-up plan for the settlement of BMPK violations and/or exceeds it along with a target time for completion.

Table of LLL Violations and Exceedings

(dalam %)

LLL	Related Parties	Party No Related	Unrelated Parties (Borrower Group)	BUMN
LLL violations	-	-	-	-
Exceeding the LLL	-	-	-	-

## Reporting

### External Report

BRI submitted reports on Provision Funds, Provision of Large Funds, Exceptions to Provision of Large Funds, LLL Violations or Exceedings of the LLL, individually and on a consolidated basis to the Otoritas Jasa Keuangan periodically.

### Internal Report

Internally, BRI prepared LLL reports involving work units related to the following mechanism:

- As a basis for determining LLL and Large Exposure, the FMA Division provides data on BRI's last position of Capital to the Division in charge of the loan portfolio.
- The Head Office Business Division, Kanca, UKLN, Division/Desk in charge of Subsidiary Entities, and related work units report the data required for reporting according to their

respective functions to the Division in charge of the loan portfolio.

- The division in charge of the loan portfolio consolidates and prepares LLL and Large Exposure reported and submitted them to the Board of Directors and Board of Commissioners.

### BRI Internal LLL

- As a form of prudence and risk appetite, BRI sets a maximum internal LLL amount of 85% of the LLL determined by OJK per obligor.
- BRI's distribution of loan funds was focused on the MSME segment.

### Transactions to Related Parties

In 2023, transactions with related parties (related party transactions) were carried out in a fair, normal commercial terms, arm length basis with the following details:

Table of Legal Provision Funds to Related Parties and Provision of Large Funds

Legal Lending Limit	2023		2022	
	Number of Debtors	Outstanding (in IDR million)	Number of Debtors	Outstanding (in IDR million)
1. To Related parties	643	16,238,267	645	13,306,100
2. To Core Debtors				
a. Individual	50	130,408,842	50	116,111,068
b. Group	50	178,925,740	50	157,962,208

## Spot and Derivative Transactions

Spot transactions and derivative transactions refer to a risk management system that complies with provisions and best practices. All derivative transactions carried out are intended for the interests of BRI and customers. Most of the spot and derivative transactions carried out by BRI are hedging activities for customer positions which aim to protect the value of asset portfolios denominated in foreign currencies and also hedge against interest rates. In this case, BRI's focus in derivative transactions is not for trading purposes.

Throughout 2023, BRI conducted spot transactions and derivative transactions in the form of currency and interest rate swaps, interest rate swaps, options, buying and selling of foreign currency forwards, foreign currency swaps, buying and selling of foreign currency spots. In detail, spot and derivative transactions conducted by BRI (Consolidated) can be explained in the following table.

Table of Spot and Derivative Transaction

(in IDR million)

Transaction	Derivative Bills		Derivative Liabilities	
	2023	2022	2023	2022
Foreign currency swaps	223,308	194,939	403,003	118,076
Forward buying and selling of foreign currency	284,050	153,074	108,496	134,666
Interest rate swaps	381,607	548,024	369,374	510,221
Currency swaps and interest rates	18,045	-	37,444	-
Spot buying and selling of foreign currency	4,673	15,368	6,893	20,958
<b>Total</b>	<b>911,683</b>	<b>911,405</b>	<b>925,210</b>	<b>783,921</b>

## Report on Additional Use of State Capital Inclusion (PMN)

Based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Additional State Capital Participation (PMN) is the separation of state assets from the state revenue and expenditure budget which is used as capital of SOEs and/or Limited Liability Company and managed corporately. In accordance with the provisions in Article 110 PER-2/MBU/03/2023:

(1) Additional PMN is carried out with the aim of:

- a. Improving the capital structure of SOEs or Limited Liability Company; and/or

- b. Increasing the business capacity of SOEs or Limited Liability Companies

(2) Additional PMN to SOEs as intended in paragraph (1) is used in the context of:

- a. Carrying out Government assignments to SOEs;
- b. Carry out restructuring and/or rescue of SOEs; and/or
- c. Carry out SOEs business development

In 2023, BRI did not receive additional State Capital Participation (PMN), so there is no information on the Report on the Use of Additional State Capital Participation.



# Business Support Functions Overview

Throughout 2023, BRI has carried out several initiatives and internalized work culture through development in accordance with the BRI One Culture framework. BRI One Culture aims to form a performance driven culture (performance-based company culture) to encourage productivity which has an impact on optimal business performance.







## Human Capital

### PERFORMANCE SUMMARY OF HUMAN CAPITAL DIRECTORATE

Throughout 2023, BRI Human Capital has a strategic theme of “Strong Employee CAPABILITIES to Increase Business Productivity in CASA & Retail Banking”, this theme is in line with BRI’s annual theme, namely “Strengthening Retail Banking capabilities”. The implementation of this theme is realized in the Main Focus of BRI Human Capital 2023, namely Capability, Productivity, Synergy of the BRI Group as well as Implementation of Environmental, Social and Governance (ESG) and People Analytics.

To realize this main focus, several initiatives have been implemented, including:

- **Capability**  
Refining resourcing strategy, rejuvenating marketers, increasing capabilities through various focused education, reviewing and refining career and corporate title policies.
- **Productivity**  
Pinca Metropolitan debriefing/onboarding program, performance bootcamp to manage workers with poor performance, improving the wage structure and program for giving shares to workers.
- **BRI Group Synergy**  
Carrying out an assessment of human capital maturity in the BRI Group, preparing a roadmap for the human capital management work program in the BRI Group as well as the BRI Group HC General Policy (Human Capital General Policy).
- **ESG, Systems and People Analytics**  
Declaration of Respectful Workplace Policy (RWP) as a form of human capital support for ESG, improving human capital applications (BRILiaN Apps & BRiSMART-Verse) and optimizing people analytics as a study for decision making.

Through these various focuses, employee engagement results for BRI workers have increased, from 3.48 on a scale of 4 in 2022 to 3.49 in 2023, as well as a decrease in employee turnover rate from 1.49% in 2022 to 1.28% in 2023.

BRI’s Human Capital is committed to continuing to transform by always aligning human capital strategies with the Company’s business developments and continuing to strive to provide a work environment that is mutually respectful, free from discrimination to maintain productivity while employees work.

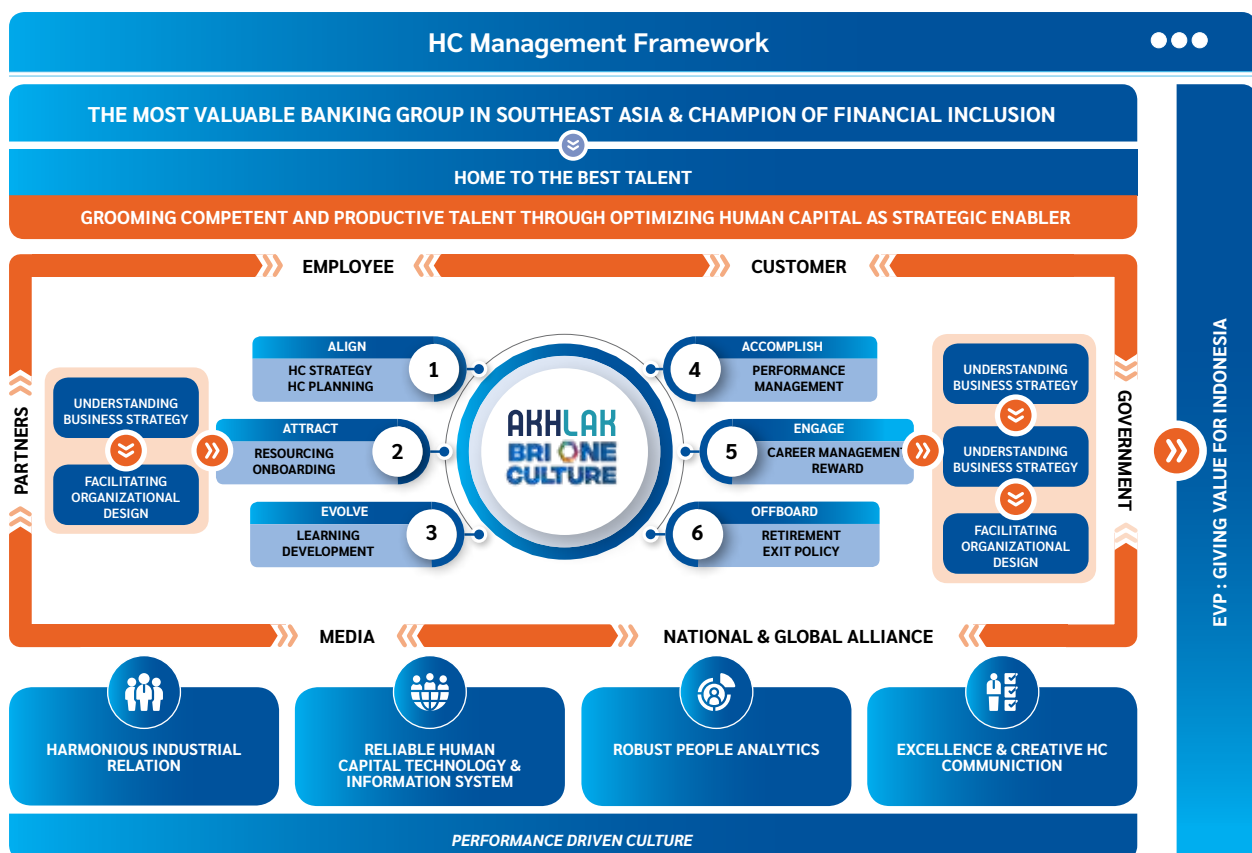
## Human Capital Management Framework

In order to realize BRI's aspirations to become The Most Valuable Banking Group in South East Asia and Champion of Financial Inclusion, BRI has developed a human capital (HC) management strategy in line with corporate strategy. In 2023, BRI restructured the human capital management framework that became the basis for human capital management in each company in the BRI Group. With the vision of "Home To The Best Talent", the mission of human capital management at BRI Group was to "Prepare competent and productive talents by optimizing the function of human capital as a strategic enabler".

To realize this, human capital management (human capital lifecycle) began with input in the form of an understanding of the Company's business strategy, both short-term and long-term strategy and organizational design which became a guide in compiling and implementing people processes. Organizational design was one derivative of the implementation of the Company's business strategy which provided information regarding the organizational structure and its derivative components (position descriptions and descriptions, knowledge requirements, skills and other attributes in carrying out the position).

The people process consisted of 6 (six) stages of a series of human capital management, namely **align** (aligning human capital strategy with Company strategy) in the form of HC Strategy and HC Planning. **Attract** became the process of attracting job candidates, in the form of resourcing and onboarding. **Evolve** was a process for developing workforce, in the form of development and learning. **Accomplish** was then a stage to perfect the workforce's work process, in the form of performance management. **Engaged** is the process of engaging employee, in the form of rewards and career management. **Offboarding** meant preparing employee to leave the company. Every aspect of people process implementation had to be guided by the values of SOEs' AKHLAK and BRI One Culture.

The main outputs of human capital management were employee engagement, employee wellbeing and employee productivity. The entire human capital management process was supported by clear employment and industrial relations regulations, an adequate HCIS system, results of people analytics analysis that met needs and could be used as a consideration for decision making, creative and reliable human capital communication and a Performance Driven Culture. All pillars and foundations in HC management were integrated into the ecosystem to create the employee value proposition "Giving Meaning to Indonesia".





In 2023, in line with the Company's annual theme "Strengthening Retail Banking capabilities", BRI's human capital strategic theme was "Strong Employee CAPABILITY to Boost Business Productivity in CASA & Retail Banking". To realize this, the main focus of human capital was on BRI Group Capability, Productivity, Synergy as well as the Implementation of Environmental, Social, and Governance (ESG) and People Analytics.

On the capability side, BRI strived to support the achievement of the Company's retail strategy through several initiatives and work programs, including improving the resourcing strategy, realizing the rejuvenation of marketers through the Brilliant Marketing Specialist Program, increasing capabilities through various education such as sales, service, product managers, and others. In addition, BRI's human capital also strived to review and improve policies in the form of adjusting corporate titles and career policies.

Programs carried out in 2023 to increase productivity, especially in retail banking ranks, included Metropolitan Branch Office onboarding, as a continuous program over a certain period of

time to monitor and ensure that there was an understanding of expectations regarding changes in responsibilities so that there was a change in mindset at work. Another program was the performance bootcamp, a special program for managing employee with poor performance. Several other programs were improvements to the wage structure and stock grant programs.

In 2023, a Respectful Workplace Policy (RWP) Declaration was also carried out as a form of human capital support for ESG. In addition, improvements and improvements were made to human capital applications and further optimizing people analytics for decision-making studies.

In order to support the Company's strategy to optimize Subsidiaries, BRI human capital carried out an assessment of the maturity of human capital in the BRI Group and prepares a roadmap for the human capital management work program in the BRI Group. These results were used as a guide for human capital initiatives and work programs in each Subsidiary Company towards better human capital management.

## Human Resources Management Policy and Implementation

### Recruitment

#### Policies

Company required superior talent for the successful execution of the transformation. Currently, all companies during the pandemic simultaneously transformed, and get ready for a talent war. This talent war means that all companies fight over the best talents as priceless assets, which empirically determine the success of the company. On a head to head basis, BRI sought to recruit quality candidates, develop and retain employees who owned qualified talents and skills.

Global competition is getting tighter, which is also supported by the phenomenon of talent scarcity so that it is not easy for companies to find candidates who have certain skills with special specifications according to the company's criteria, goals and expectations. Responding to this, BRI prepared a number of strategic steps to be taken so that remained the ideal company and realized Home To The Best Talent, including:

- **Finding Right Size & Competency**  
Finding the right talent and competency at the right time. Conducting workforce planning reviews to anticipate sustainable HR needs. The current era required the Company to demand several new competencies and cut HR needs so that re-skilling and up-skilling were needed for Employee.
- **Talent Attraction**  
BRI embraces the younger generation in its efforts to find the best talent for the company, with various engagement and recruitment programs.
- **Talent Management**  
Identify measurable career paths by categorizing employees based on performance, followed by a review according to the talent pool, then ensure that the successor planning preparation process can run according to objectives and be directed.
- **Building Culture System**  
Making BRI One Culture and AKHLAK as core values can be implemented properly so as to support the Company's performance.

- **Establishing Agile & Digital Organization**

Work systems and organizations that were more agile so that they were tidier and could run better and more efficiently, especially when working with other teams.

BRI prioritizes the process of recruiting talents whose have competencies in line with future needs, namely:

- **Creativity & Innovation**

Creative and innovative talents to build better team work, think out of the box with a number of breakthrough ideas and solutions to solve existing problems.

- **Data Driven**

Talents with data-based business intelligence to support strategic decision making.

- **Adaptability**

Flexibility of talent that has the ability to adapt to change and environment.

- **Visionary Leadership**

Visionary talent competence and able to predict future trends and dare to take measured risks.

- **Managing Diversity**

Talents who are able to manage and maximize various diversity to increase the ability to compete in the global market..

- **Digital Literacy**

The talent's ability to work by maximizing the potential of using digital technology.

- **Achievement Orientation**

The spirit of talent to continue to be oriented towards achieving the best achievements and to be consistent in making continuous improvements.

In order to attract BRILian talents who are superior in the midst of the current talent war, BRI consistently innovates to increase attractiveness in a more creative manner through various sources (multi sources) and various channels (multi channels).

#### A. Multi Source

1. Regular

- i. National Recruitment

Recruitment was carried out by the head office to meet the needs of prospective leaders in all work units both at home and abroad (ex. BRILian Future Leader Program).

- ii. Regional Recruitment

Recruitment is carried out at Regional Offices, Regional Audit Offices, BRI Head Offices, Regional Offices and Internal Audit Offices and Head Offices) to meet the needs of employee in certain positions or functions.

2. Talent Scouting

- i. BRILian Scholarship Program (BSP)

Early recruitment program by providing scholarships to outstanding undergraduate students and aimed at getting potential job candidates early on whose performance can be monitored since college and after graduation could immediately join the BRILian Future Leader Program (BFLP).

- ii. BRILian Creativity Contest (BCCP)

Recruitment of prospective employee obtained from the results of creative contests. Assessment was not only based on academic grades but also promoted innovation.

- iii. BRILian Get Talent Program (BGTP)

Search for outstanding talents as future leader candidates recommended by BRI work unit leaders. The recommended talents had proud achievements, in terms of professionalism, sports, art or other competitive events.

#### B. Multi Channel

In addition to various sources of talent search (multi source), BRI prepared various entry channels (multi channel), there were 5 (five) entry channels, namely:

1. BRILian Future Leader Program (BFLP)

Recruitment as well as Education program to recruit potential candidates and provide education as a provision to become future leaders from external sources. In 2022 BRI implemented it in the recruitment of 103 candidates for General BFLP and 200 candidates for IT BFLP.

2. BRILian Next Leader Program (BNLP)

Recruitment and education programs for BRI Internal Employees who had great potential to become future leaders of the Company.

3. BRILian Banking Officer Program (BBOP)

Recruitment and education programs to prepare new Employees with the corporate title Assistant level both from external and internal sources that aimed to support the Company's performance in accordance with operational standards and values that apply at BRI.

4. BRILian Marketing Specialist Program (BMSP)

Recruitment and education program to prepare workers for marketer positions at Corporate Band 6 or officer level, so that they can demonstrate maximum performance in accordance with operational standards and values that apply at BRI.

5. Rekrutmen Bersama BUMN (RBB)

This recruitment was initiated by the Ministry of SOEs and had been carried out twice a year starting in 2022.



## Recruitment Implementation

In 2023, BRI carried out recruitment as follows:

- BRILiaN Scholarship Program (BSP) with 20 candidates and BSP IT with 38 candidates.
- BRILLiaN Creativity Contest (CCP) by carrying out the BRILLiaNT Youth Competition with 30 participants and 9 candidates recommended for the BFLP recruitment program.
- BRILiaN Future Leader Program (BFLP) with details of BFLP General as many as 269 candidates and BFLP IT as many as 248 candidates.
- BRILiaN Next Leader Program (BNLP) as many as 72 internal job candidates.
- BRILiaN Banking Officer Program (BBOP) in 3 batches with a total of 3,160 candidates. As for the position of Junior Associate Loan Analysts, 2,086 candidates were accepted, 751 candidates for the position of RM Funds & Transactions, 53 candidates for the position of RM Consumer Lending KPP/KPR, 92 candidates for the position of RM Consumer Lending Briguna, 11 candidates for the position of Priority Banking

- Assistant, 100 candidates for the position of Credit Operations Officer, and 67 candidates for the position of IT Officer.
- SOEs Joint Recruitment (RBB) recruited 37 candidates.

## Competency Development

### Policies

Developing employee competency becomes a top priority for the Company. Competency development is carried out through various programs, including education, training and certification which can be done offline or online through the digital learning platform (BRISMART). In 2023, an educational program has been held consisting of offline classes and online classes. BRI committed to developing the competency of all its employees by providing equal opportunities for all employees to take part in competency development programs that are held regardless of the employee's position level, education or gender.

## Competency Development Implementation

Table of Position-Based Competency Development in 2023

Position	Number of Employees	Number of participants	Percentage of Employees Attending for Each Training Level of Position	Percentage of Employees Attending for Each Training Program
<b>Senior Executive Vice President</b>	<b>7</b>	<b>6</b>	<b>86%</b>	
BSDP 1,2,3		6		100%
E-Learning		1		17%
Public Course DN		1		17%
Public Course LN		6		100%
SER		5		83%
SOS		1		17%
SRQ		1		17%
<b>Executive Vice President</b>	<b>30</b>	<b>30</b>	<b>100%</b>	
BLRP		4		13%
BSDP 1,2,3		29		97%
COP		2		7%
E-Learning		12		40%
FPK&FGD		2		7%
Public Course DN		3		10%
Public Course LN		26		87%
SER		8		27%
SOS		6		20%
SRQ		9		30%

Position	Number of Employees	Number of participants	Percentage of Employees Attending for Each Training Level of Position	Percentage of Employees Attending for Each Training Program
<b>Senior Vice President</b>	<b>77</b>	<b>77</b>	<b>100%</b>	
BBSP		1		1%
BLRP		4		5%
BSDP 0/BBOP		13		17%
BSDP 1,2,3		71		92%
COP		16		21%
E-Learning		46		60%
FPK&FGD		3		4%
Public Course DN		11		14%
Public Course LN		54		70%
SER		22		29%
Sespi		2		3%
SOS		15		19%
SRQ		35		45%
<b>Vice President</b>	<b>193</b>	<b>193</b>	<b>100%</b>	
BLDP		2		1%
BLRP		5		3%
BSDP 0/BBOP		16		8%
BSDP 1,2,3		167		87%
COP		55		28%
E-Learning		129		67%
FPK&FGD		14		7%
Public Course DN		18		9%
Public Course LN		23		12%
SER		24		12%
Sespi		2		1%
SOS		37		19%
SRQ		83		43%
<b>Assistant Vice President</b>	<b>600</b>	<b>600</b>	<b>100%</b>	
BBSP		5		1%
BLDP		76		13%
BLRP		10		2%
BSDP 0/BBOP		53		9%
BSDP 1,2,3		576		96%
COP		193		32%
E-Learning		484		81%
FPK&FGD		92		15%
Public Course DN		36		6%
Public Course LN		27		5%
SER		50		8%
SOS		159		27%
SRQ		253		42%
<b>Senior Manager</b>	<b>776</b>	<b>776</b>	<b>100%</b>	



Position	Number of Employees	Number of participants	Percentage of Employees Attending for Each Training Level of Position	Percentage of Employees Attending for Each Training Program
BBSB		4		1%
BLDP		100		13%
BLRP		7		1%
BSDP 0/BBOP		54		7%
BSDP 1,2,3		740		95%
COP		223		29%
E-Learning		674		87%
FPK&FGD		70		9%
Public Course DN		33		4%
Public Course LN		9		1%
SER		33		4%
SOS		189		24%
SRQ		300		39%
<b>Manager</b>	<b>2,759</b>	<b>2,759</b>	<b>100%</b>	
BBSB		9		0%
BCEP		33		1%
BLDP		139		5%
BLRP		71		3%
BSDP 0/BBOP		115		4%
BSDP 1,2,3		2,612		95%
COP		1,063		39%
E-Learning		2,351		85%
FPK&FGD		307		11%
Public Course DN		97		4%
Public Course LN		25		1%
SER		311		11%
SOS		646		23%
SRQ		892		32%
<b>Assistant Manager</b>	<b>4,366</b>	<b>4,366</b>	<b>100%</b>	
BCEP		358		8%
BFLP		2		0%
BLDP		437		10%
BLRP		111		3%
BSDP 0/BBOP		298		7%
BSDP 1,2,3		4,149		95%
COP		2,616		60%
E-Learning		4,082		93%
FPK&FGD		890		20%
Public Course DN		34		1%
Public Course LN		3		0%
SER		1,512		35%
SOS		1,070		25%
SRQ		2,355		54%



Position	Number of Employees	Number of participants	Percentage of Employees Attending for Each Training Level of Position	Percentage of Employees Attending for Each Training Program
<b>Officer</b>	14,496	14,496	<b>100%</b>	
BFLP		715		5%
BNLP		44		0%
BLDP		995		7%
BLRP		188		1%
BSDP 0/BBOP		152		1%
BSDP 1,2,3		13,684		94%
COP		5,659		39%
E-Learning		13,625		94%
FPK&FGD		3,065		21%
Public Course DN		22		0%
Public Course LN		1		0%
SER		4,068		28%
SOS		4,036		28%
SRQ		6,039		42%
<b>Assistant</b>	72,162	72,162	<b>100%</b>	
BCEP		2		0%
BFLP		28		0%
BNLP		27		0%
BLDP		2		0%
BLRP		75		0%
BSDP 0/BBOP		8,702		12%
BSDP 1,2,3		64,332		89%
COP		12,818		18%
E-Learning		66,325		92%
FPK&FGD		16,678		23%
Public Course DN		30		0%
SER		6,621		9%
SOS		23,431		32%
SRQ		7,600		11%

Types of Competency Development		Training Objectives
BCEP	BRILian Career Enhancement Program	Training programs to support employee career acceleration.
BFLP	BRILian Future Leader Program	Training program to prepare new talents to become leaders in facing current and future business challenges.
BNLP	BRILian Next Leader Program	Training program for career development of BRI best permanent employees to become BRI future leadership candidates in facing current and future business challenges.
BLDP	BRILian Leadership Development Program	BRI Human Capital Development Program is to prepare employees to become Great Leaders through sustainable and comprehensive leadership development that places emphasis on strengthening character, national insight, global insight, business/banking insight, and technological insight.
BLRP	BRILian Leader Retirement Program	BRI Human Capital Development Program is to prepare employees before entering retirement by providing them with the knowledge, insight and skills needed to undergo retirement.



Types of Competency Development		Training Objectives
BSDP 0	BRILian Specialist Development Program	Technical competency development program for comprehensive onboarding places emphasis on specific knowledge and skills according to the competency requirements required to become a specialist in a particular field tailored to the company's needs.
BSDP 1,2,3	BRILian Specialist Development Program	A sustainable and comprehensive technical competency development program that places emphasis on specific knowledge and skills according to the competency requirements required to become a specialist in a particular field tailored to the company's needs.
BBOP	BRILian Banking Officer Program	Educational program to prepare new employees in Marketing, Frontliner and Administration positions (permanent, contract and outsourced) so they can work in accordance with operational standards applicable at BRI.
COP	Community of Practice	The community formed in the context of organizing distribution and use of knowledge assets activities.
E-Learning		Education method by optimizing the use of the internet/technology as a means of delivering material, exams, interaction between teachers and education participants, interaction between education participants and so on.
FPK&FGD		A forum for active participation of employees in creating strategies and actions that can improve the performance of each work unit.
Public Course DN	Domestic Public Course	Training programs that are not initiated internally by BRI in order to increase employee competency and are implemented within the country.
SER	Training of Certification	Training program for mandatory certification activities in accordance with the provisions set by the regulator and other certification determined by the Company.
SOS	Socialization	Activities to convey information regarding policies, regulations, activity programs, and/or important information related to the company's business development through presentation activities in each work unit.
SRQ	In House Training (IHT)/ Special Request	Special training programs held at the request of work units with approval from BRI Corporate University.

In evaluating the effectiveness of competency development, BRI Corporate University uses several assessment aspects, including:

1. Evaluation of Business Impact
  - Assessment of the implementation of educational programs on the performance of participants and organizations related to productivity, profitability, employee engagement, contribution margin, and others.
  - In 2023, the evaluation results for 15 positions in 2023 are "Positive Impact" on business. (eva 4)
2. Evaluation of Effectiveness
  - Assessment of the implementation of the education program based on reactions, satisfaction, and the level of mastery of the material by the education participants on the quality of the material or content, the quality of the teachers, learning methods and other matters directly related to the implementation of the education program.
  - The results of the 2023 effectiveness evaluation are as follows:
    - Measuring the increase in knowledge and skills is carried out after the implementation of education with the average evaluation result of 97,5. (eva 1 - 3).
    - Measurement of participant evaluation includes material aspects, accommodation, subject matter experts (SME) and facilitators with an evaluation value of 97,7. (eva 1- 2).
3. Evaluation of Efficiency
  - Assessment of the efficiency of education program implementation based on the number of completions of education programs by participants, cost per education participant, number of educational programs available and others.
  - Percentage of employee who have completed their education:
    - In class and/or E-learning: 100% of the total BRI employees of 77,739 employees.
    - In Class: 96.1% of the total BRI employees of 77,739 employees.

In 2023, there was a significant increase in costs. This was because the implementation of education was partly held offline and some foreign education. . Apart from that, there was a recruitment of new entry employee (BFLP) so that the education program was massively implemented.

#### BRI Corporate University 2021-2023 Budget Realization

(In Billion Rupiah)

2023	2022	2021
309	699	992

## Career Development

### Policies

In order to developing employees' careers, BRI implemented an integrated talent management system consisting of the stages of attraction, identification, selection, development and succession.

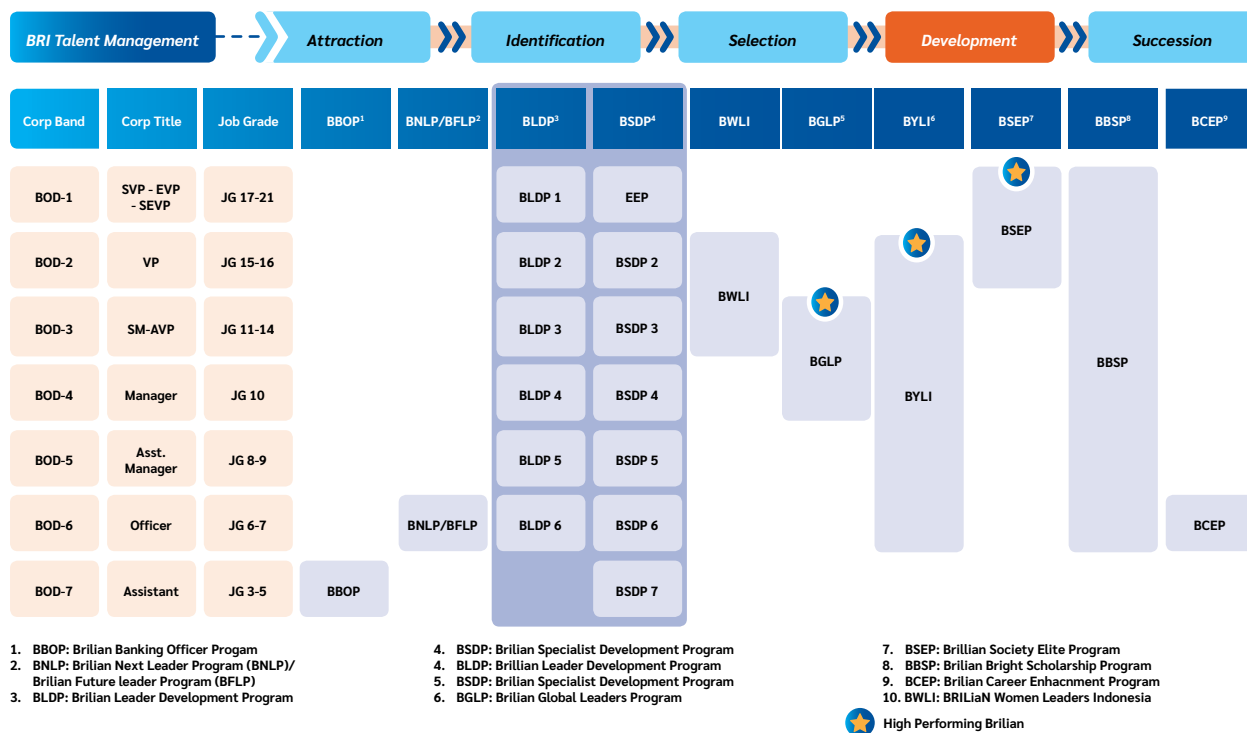
- A. Tahapan Attraction, BRI prepared Talent Sources and Talent Channels to attract the best candidates for BRI. Some of the programs include recruitment programs through Regular Recruitment and Talent Scouting. The Talent Channels designed by BRI were BFLP, BNLN, BBOP and BMSP.
- B. Tahapan Identification, is a grouping of BRI employee based on aspirations, individual assessment (annual performance) and competency, and clustering into the Human Asset Value Matrix and areas of expertise (talent pool).
- C. Tahapan Selection, employee were categorized into talent clusters based on performance and competence. These results were combined with other supporting scores,

including suitability of expertise, additional points from national and international awards, endorsements, employee aspirations and other things. This result determined the Employee's Brilliance Score and included the Employee in the talent pool and list of successors.

- D. Tahapan Development, Employees were given a development program according to their needs, whether based on talent cluster/ Corporate title or Employee role. This helped in the succession search process, especially for Key Strategic Positions. Some development programs include:
  - Character
  - Professional competencies
  - Leadership competencies
  - Technical competencies

### Development Program

The Career Development Program for Insan BRILLiant has been prepared by BRI in line with the Talent Management (Development Program), including BLDP (Soft Competency) and BSDP (Hard Competency), as well as other development programs.



- E. The Succession Stage is the process of selecting candidates to be placed as successors through promotion or talent rotation in a position, through succession planning. Currently, to become a successor, BRI has developed an application to support the Talent Management System at BRI called BRILLIANCE.



The general process of the talent management system can be described as follows:

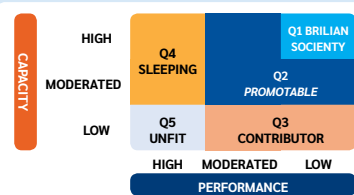
# BRI Talent Management System



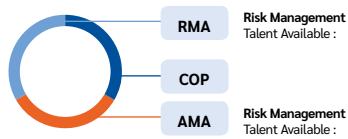


Development

Succession



Talent Cluster



Talent Pool by Corporate Title and Expertise Field



TALENT COMMITTEE

To Choose candidates & successor

EA ME SE 5,1

ME SE 5,1

EA ME TG 5,1

Andi

Position	Head of Division/CLO
Uker	Policy Division ...
City	Executive Vice President
JG	16
JF	GM, MPO, PLA, RM
SMK	3,05/3,13/3,00
Age	52 years 7 months
MKCT	1 years 3 months
MKJ	1 years 3 months
MKU	1 years 3 months
ASC	Ready Now/2,92

Budi

Position	Head of Division/CLO
Uker	Business Division ...
City	Executive Vice President
JG	16
JF	GM, RM
SMK	3,00/3,00/3,00
Age	51 years 6 months
MKCT	1 years 5 months
MKJ	1 years 3 months
MKU	1 years 3 months
ASC	Ready Now/3,33

Candra

Position	Head of Division/CLO
Uker	Operational Division ...
City	Executive Vice President
JG	16
JF	CRE, GM
SMK	3,20/3,15/3,01
Age	54 years 2 months
MKCT	1 years 0 months
MKJ	1 years 0 months
MKU	1 years 0 months
ASC	Ready Now/2,83

- EA Employee Aspiration
- BEA Award Winner
- ★ BRILian Society Member
- ME Management Endorsement (1&2)
- CA Culture Agent
- T5 Top 5 BLDP Ranking
- SE Successor Endorsement

1-on-1

For Critical Position

Pool Based

For other Position

Digitalized process with BRISMART

Digitalized process with Brilliance

Performance

Compensation & Benefit

Career Management

IR

HCIS





BRI also utilized assessment tools which were used as identification tools to explore and measure the competencies of all employees and also assessed their suitability with the competency requirements for current positions and positions to be addressed. A series of systematic development programs are prepared by BRI so that BRILiaN employees can design their own careers through the BRILiaN Development Plan, which is a career and competency development planning program for each employee to achieve their career goals by preparing a personal development plan while improving individual and company performance.

### Development Program

In line with this development concept, BRILiaN employees will go through a series of education to develop their potential to become a Great Talent & Great Leader in accordance with the BRILiaN Development Journey, namely:

1. BRILiaN Banking Officer Program (BBOP): Educational program to prepare new workers at the Corporate Title Assistant level so they can provide the best performance in accordance with operational standards and values at BRI.
2. BRILiaN Marketing Specialist Program (BMSP): Educational program to prepare employees for marketing positions at Corporate Band 6 or Officer level, so they can provide the best performance in accordance with operational standards and values at BRI.
3. BRILiaN Future Leader Program (BFLP): Educational program to prepare new employees from external sources at the Corporate Title Officer level so they can provide the best performance in accordance with operational standards and values in the BRI Group.
4. BRILiaN Next Leader Program (BNLP): Educational program to prepare new workers from internal sources at the Corporate Title Officer level so they can provide the best performance in accordance with operational standards and values at BRI.
5. BRILiaN Global Development Program (BGLP): Special development program to prepare Top Talents who are members of BRILiaN Society Member (BSM) Band 3 (Corporate Title at Senior Manager/Assistant Vice President level) and Band 4 (Corporate Title at Manager level) as Global candidates Leader who has competence and global business insight. To achieve this goal, one of the agendas in this program is to present global speakers who are professionals in their fields..
6. BRILiaN Society Elite Program (BSEP): Special development program to prepare Top Talents who are members of BRILiaN Society Member (BSM) Band 2 (Corporate Title at Vice President level) and Band 1 (Corporate Title at Executive Vice President/Senior Vice President level) in prepare yourself to act in a more complex Leader role. This program collaborates with global companies to present world-quality speakers.
7. BRILiaN Bright Scholarship Program (BBSP): Education program for BRI Permanent Employees to pursue Masters' Degree sponsored by the company. BBSP targeted BRILian people who owned the desire to continue studying in the Top 30 best universities in the world.
8. BRILiaN Young Leader Indonesia (BYLI): A development program for selected young BRILiaN Employees that provided career acceleration opportunities and exclusive development so that Employees could master the competencies, knowledge and skills needed to become Indonesia's Young Leaders.
9. BRILiaN Leader Retirement Program (BLRP): Education program to prepare employees before entering retirement period by providing knowledge, insights, and skills needed to undergo retirement. The preparations carried out have thoroughly covered legal, economic, social, and psychological aspects.



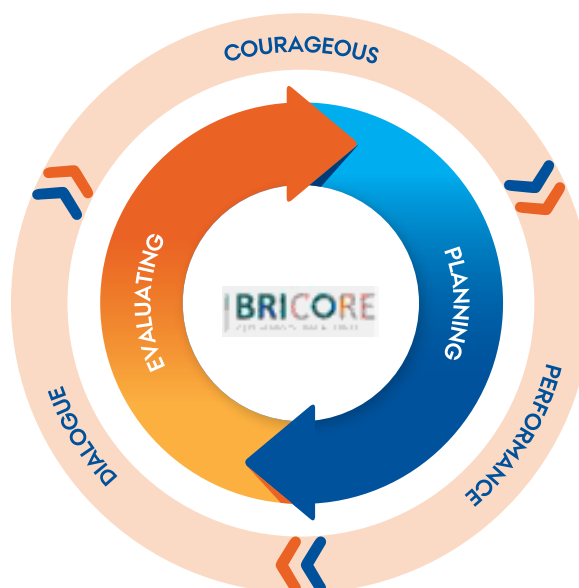
## Individual Performance Assessment

### Policy

#### INDIVIDUAL BRICORE

The individual performance management process at BRI is packaged in a series called BRI Continuous Performance Management (BRICORE). BRICORE is a continuous process carried out during the performance period and through 3 (three) stages, namely planning, managing and evaluating. The

performance management process (managing) is a continuous process throughout the period (continuous) which is manifested in Courageous Performance Dialogue (CPD). The cycle in question is depicted in the following illustration:



#### A. Performance Planning Stage (Planning)

1. It is a process for determining employee performance targets, in this stage an agreement is reached between the employee and the appraiser and ensures alignment between the employee's performance targets and the work unit's performance targets.
2. This stage is not only carried out at the beginning of the performance period (beginning of the year) or at the beginning of the worker's assignment to a new position/field of duty and Work Unit, but can be carried out periodically if necessary as long as it is in line with the Work Unit's performance targets.
3. Determination of these performance targets (performance objectives & behavior objectives) is contained in the performance plan for each employee.

#### B. Performance Evaluation Stage (Evaluating)

1. The process for preparing and carrying out performance evaluations, including reviewing performance developments and comparing performance achievements with established performance targets.
2. Evaluations can be carried out by each employee during the performance period; it can be quarterly, semi-annually or annually.
3. Performance evaluation is carried out in the context of performance monitoring (performance check-in) and performance appraisal.

4. The performance appraisal of each worker (Performance Appraisal) is in the form of an Individual Performance Score (IPS) which has taken into account reductions (penalties) resulting from disciplinary penalties in accordance with applicable regulations.
5. To avoid performance evaluations that are less than objective, employee should avoid the following conditions:
  - **Halo Effect**, performance evaluation that is based only on the outstanding positive traits of the employee being evaluated.
  - **Horn Effect**, performance evaluations that are based only on the prominent negative traits of the employee being evaluated.
  - **Leniency**, appraisers tend to easily give good evaluations to employee.
  - **Strictness**, appraisers tend to find it difficult to give good evaluations to employee.
  - **Central Tendency**, appraisers tend to give evaluations that are in the middle position (between good and bad).
  - **Recency Error**, Appraisers tend to provide evaluations of employee' work performance in the last/recent period (not overall performance during the assessment period).



**C. Courageous Performance Dialogue (CPD)**

1. It is a two-way communication activity between employee and appraisers in the form of effective and constructive feedback to obtain continuous improvement in individual performance and processes inherent in all stages of BRICORE.
2. The implementation of CPD is well planned (dedicated time) with a purpose:
  - Employee know their role and contribution to the achievements of the Work Unit.
  - Provide the best solution or effective feedback for obstacles/problems related to Employee performance.
  - Provide appreciation for employee performance achievements so that they can achieve the next, more challenging targets.
3. CPD is carried out continuously throughout the performance period with explanations:
  - Mandatory (compulsory) is carried out at the beginning of the performance period (carrying out performance planning) and at the end of the performance period (conducting performance evaluation).

- Optional is carried out outside of the mandatory implementation according to the needs of each worker or if the worker shows indications of declining performance as indicated by signs: unsatisfactory work quality, low initiative, refusing work, increased complaints, defensiveness (self-defense), or avoid more challenging work.

**UNDERPERFORM MANAGEMENT**

In 2023, BRI implemented a Performance Bootcamp given to employee with underperformance criteria which aimed to provide assistance so that employee were able to achieve the minimum work standards required. If employee were unable to meet performance standards, a management-out process was carried out. During the Performance Bootcamp process, the Company provided various supports as follows:

1. Mentoring Buddy
2. Training
3. Mentoring
4. Coaching
5. Counseling

The stages of Performance Bootcamp are as follows:



The Performance Bootcamp program in question is considered effective so it will be continued again in 2024.

**Implementation of Performance Assessment**

BRI uses the MyCore application as a supporting tool to support the implementation of BRICORE at the individual level. This application is used by employees from the performance plan input stage to the performance evaluation process. The Company’s achievement of good performance is also demonstrated by alignment with the Employees’ Individual Performance Score (IPS). The 2023 IPS results are still in the assessment process, but in 2022 the total number of employee who received an exceed rating will be 25.08%.

**Remuneration System and Long Term Compensation**

**Policies**

BRI’s remuneration system is structured based on several main principles, including internal fairness, namely providing remuneration according to competency and ability as well as position responsibilities, externally competitive (peers), and

paying attention to strategy, business development and the Company’s capabilities. This principle is implemented as a basis for achieving the main objectives of the remuneration system, namely attracting potential employees (attract talent), retaining competent employees (retain talent) and maintaining employee motivation to always provide their best performance (motivate talent). The application of these principles is an important factor in building the Company’s brand image as The Dream Company to Work in the Financial Industry, thereby increasing the Company’s competitiveness in the competition to win the best talent. Remuneration at BRI does not differentiate between gender (male and female employees), does not differentiate between race, religion and ethnicity as regulated in concerning Regulations on Wages for PT Bank Rakyat Indonesia (Persero) Tbk employees.

The BRI Remuneration System is implemented by providing monthly wages, adjusting the amount of wages every year using the merit increase method, Religious Holiday Allowances, Annual Leave Allowances, and Long Leave Allowances which are given every 6 (six) year work period. As a strategic step to maintain compensation at a competitive level, during 2023 the



Company has made several improvements in the management of the remuneration system, including changing the wage scale structure and simplifying wage components in line with changes in the organizational model, namely dual model organization (team-based and structural-based).

Apart from that, BRI also provides bonuses to employees as a form of appreciation and increases employee motivation to perform better in the future. In 2023, bonuses will be given in the form of an Appreciation Bonus, which is equal to one salary for all employees, as well as an Annual Bonus using the Bonus Pool concept. The bonus pool concept aims to encourage the implementation of a performance driven culture, namely by ensuring that bonuses are given in line with individual performance achievements and work unit performance, as well as instilling the value of collaboration between individuals in a work unit, bearing in mind that the achievement of work unit performance will have a

BRI also provides special Short-Term Incentives for Marketers which are given every Quarter automatically through the system. The program aims to increase the motivation and productivity of marketers to provide the best performance so that they can exceed the business targets set by the company and maintain a competitive level of compensation received by marketers when compared to the market (peers).

As an effort to increase the value of BRI shares and increase employees' sense of ownership, BRI provides long term incentives and short term incentives in the form of share ownership through two programs, namely the Employee Stock Allocation Program (ESA) and the Employee Stock Option Program (ESOP) which have been provided since 2016. Through this program, it is hoped that employees can increase productivity and maintain the implementation of Good Corporate Governance (GCG) so that it has a direct impact on increasing BRI's share price.

Meanwhile, to support official duties, BRI provides official facilities including assistance in financing rental houses, official residences, and rental official vehicles as well as vehicle ownership programs. BRI also provides medical benefits for employees and their family members, which include coverage for outpatient care, maternity, dental care, general medical check-ups, eyeglass replacement allowances as well as retiree medical programs that can be used post-retirement.

#### Type of Remuneration

The remuneration given to BRI employees is differentiated into several components as follows, namely:

1. Fixed compensation, given to Employee based on position and/or according to the work agreement consisting of Basic Wages and Allowances;

2. Variable compensation, given to employees based on performance achievements;
3. Benefits are facilities provided by the company in order to provide a sense of security and comfort at work, received during their tenure (e.g., health care programs) or after the termination of employment (e.g., pension programs). Benefits also include other facilities commonly provided by similar companies in the banking industry.;
4. Other compensation that is ad hoc in nature is an example of a share ownership program which aims to provide long-term incentives/motivation to employee, create a sense of belonging, and encourage the achievement of company performance targets which are given periodically, namely:
  - a. Employee Stock Allocation (ESA)  
A stock ownership program in the form of stock allocation. It was given to employees at all levels who met the Company's criteria (est. 54,000 employees): tenure, individual performance, and employee's track records in carrying out their responsibilities.
  - b. Employee Stock Option Plan (ESOP)  
A stock ownership program in the form of share purchase option at a special price. It was given to employees of certain levels who were BRI's Top Talents and met the Performance and Capacity/Potential criteria.

### Implementation Remuneration System

#### Increase In Compensation

As a commitment to realizing a performance driven culture at BRI, the Company provides cash compensation which is determined based on employee performance so that the compensation received by employees will be directly proportional to the employee's contribution to the Company. In 2023, BRI gave employee a wage increase determined by the merit increase method. Apart from that, the Company also provided incentives and bonuses to employee to encourage worker productivity in achieving and exceeding targets set by the Company.

In 2023, BRI will provide special Short-Term Incentives (IJP) for 16,971 Marketers with a total nominal value of IDR 269,734,324,952. Meanwhile, long-term compensation in the form of the Employee Stock Allocation (ESA) share ownership program and the Employee Stock Option Plan (ESOP) share ownership program was last implemented in 2021



## Pension Program

### Policies

In order to improve welfare for BRI employees after the end of the employment relationship and to make employees more convenient, throughout their tenure BRI also prepares benefit programs that they are entitled to access after their tenure terminates or after they retire.. The programs include:

1. Defined Benefit Pension Program (PPMP)
2. Fined Contribution Pension Program (PPIP)
3. Old Age Allowance Program (THT)
4. Ld Age Guarantee Program (JHT) (BPJS Ketenagakerjaan)

5. Pension Security Program (BPJS Ketenagakerjaan)
6. Sion Health Care Program (Prospens)
7. BPJS Health Care Insurance Program (BPJS Kesehatan) (BPJS Kesehatan)

### Implementation of Pension Program

Apart from that, in the retirement preparation period,, Pekerja berhak mendapatkan pendidikan kewirausahaan dari Perusahaan sebagai bekal untuk memasuki masa pensiun. The number of BRI employee who registered in the pension program until December 2023 was 1,545 employee

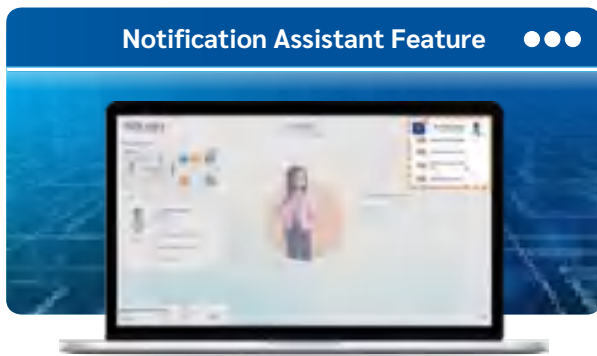
## BRILiaN Apps

In line with BRIVolution 2.0's aspirations in the field of human capital (HC), to become a Strategic Business Partner and Home to the Best Talent, HC management in each cycle (from attract to retire) at BRI is currently supported by systems and technology. This aims to provide easy access and create a comfortable employee experience for BRI Employees (Insan BRILiaN) to provide their best performance.

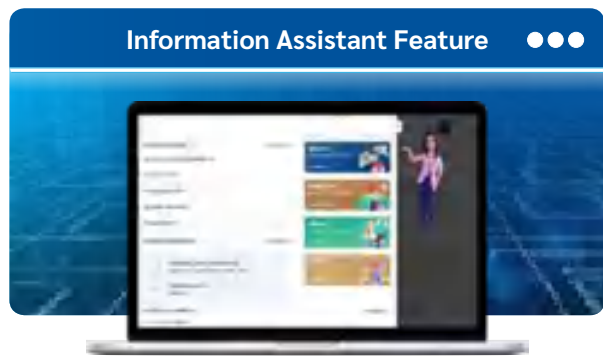
BRISStars is HC Super Apps owned by BRI, supported by more than 30 applications that digitize the entire HC business process cycle. In order to move towards transformation in the HC sector,

as well as to improve employee experience in the form of virtual assistance for Insan BRILiaN, BRISStars is transforming into BRILiaN Apps. Not only as an Employee Self Service platform for all forms of HC services, BRILiaN Apps is equipped with artificial intelligence technology (Gen AI), and will gradually become a Virtual Assistant for Insan BRILiaN.

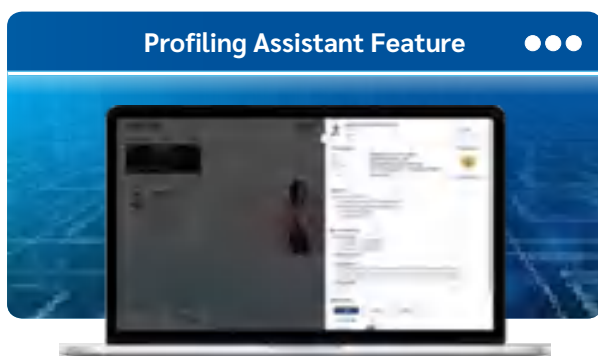
Currently BRILiaN Apps has 6 main features, namely, Notification Assistant, Information Assistant, Profiling Assistant, Chat-bot Assistant, Performance Assistant, and Service Assistant.



The first feature is the Notification Assistant feature designed to collect notifications from all applications at BRI, then BRIGita as the Virtual Assistant on BRILiaN Apps will summarize and inform Insan BRILiaN.

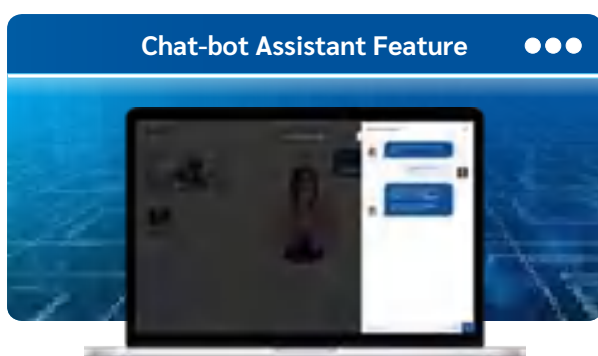


The second feature is the Information Assistant feature which provides assistance to provide all the information that employees need, including access to the required applications, information and provisions from BRIPedia and information and provisions regarding HC. Not only that, the latest information and news related to the company (BRILiaN News) can also be accessed and searched through this feature

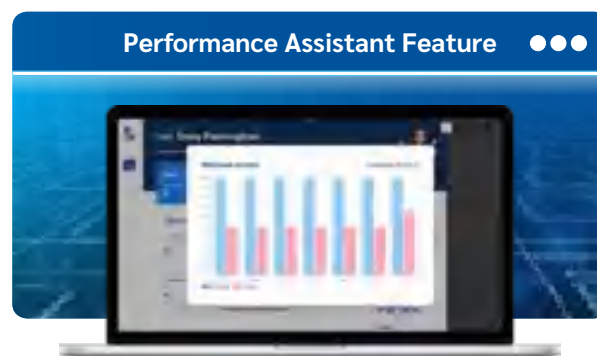


The third feature is the Profiling Assistant feature, a feature that assists in screening worker profiles including:

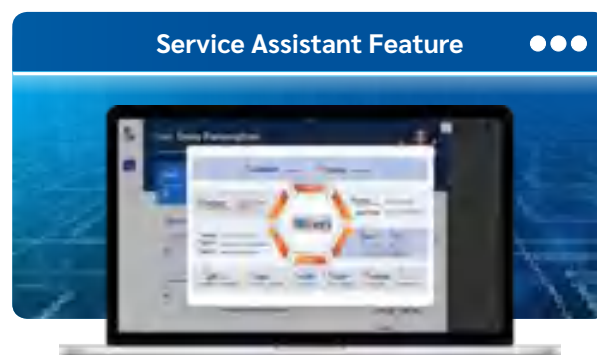
1. Talent Cluster, this profile provides information on employees' quadrant positions based on the performance score index with assessment results through a 9-box matrix. Team member talent clusters can be accessed by each team leader as an illustration of the required development program.
2. Health check-up, this profile provides an overview of the screening results of employees' health risk levels for chronic diseases (heart disease, stroke, diabetes mellitus, cancer and chronic lung disease).
3. Mental health, this profile provides an overview of the screening results for employees' mental health risk levels such as levels of stress, depression, anxiety and bipolar.
4. Financial check-up, this profile provides an overview of the results of screening the health level of employees' financial management such as savings ratio, assets to debt, ability to pay debts, ability to pay installments, and solvency ratio.



The fourth feature is the Chat-bot Assistant feature, a feature that Insan BRILiaN can use as a means of asking questions and conveying aspirations about HC. This feature will strengthen BRILiaN Apps as a virtual assistant platform for employees.



The fifth feature is the Performance Assistant feature, a feature that will provide assistance regarding all the work that employees must do daily (task list management) which comes from various applications at BRI. This feature will help employees to provide optimal performance and meet the given annual targets. Some of the functions in this feature include performance dashboards, task list management, collaboration tools, and team member monitoring.



The last feature is the service assistant feature, this feature makes it easy for Insan BRILiaN to access all HC services. HC services from recruitment to retirement can be accessed on one BRILiaN Apps platform



## Culture Internalization

### Performance Summary of the Change Management & Transformation Office Directorate

#### BRI Corporate Innovation Management - EMBRIO

Corporate Innovation Management has a crucial role in securing the future of the banking industry amidst rapid changes and global market dynamics. Changes in consumer behavior that tend to switch to digital banking services require a proactive response from banks. Through EMBRIO as part of Innovation Management, BRI can integrate the latest technology to increase operational efficiency, automate routine tasks, and design better user experiences. In addition, EMBRIO allows companies to continue developing new products and services that better suit customer demands, such as future banking services, digital payments and customer service.

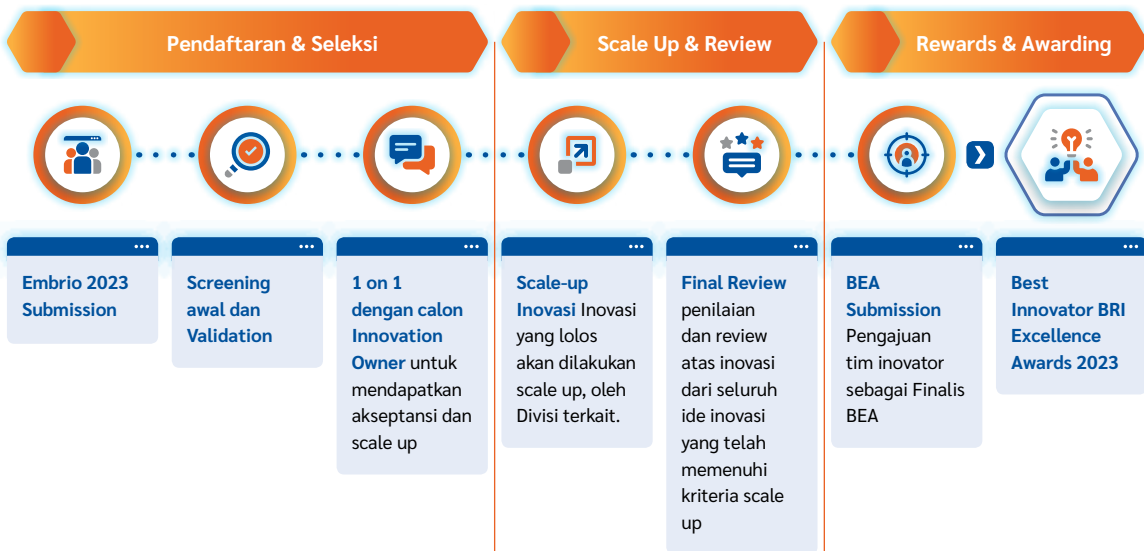
In addition to operational efficiency aspects, EMBRIO wants to implement new business processes while ensuring compliance with ever-evolving regulations. Supported by BRI Management who is committed to involving ideas from Insan BRILiaN (BRI employees) in carrying out the transformation plan, Embrio has become a BRI innovation laboratory where Insan BRILiaN can express their innovative ideas to support the formation of new growth engines at BRI.

#### EMBRIO Framework 2023

In contrast to the previous implementation of EMBRIO, currently innovation must be implemented for a minimum of 1 (one) month and the resulting impact can be measured. EMBRIO helps innovators to improve the quality of innovation and oversees the scale-up process of the benefits that have been felt.

#### Innovation Capability Building

Through targeted training and development programs, innovators can be empowered to identify innovative opportunities, overcome complex challenges, and implement creative solutions. In addition, effective Innovation Management includes an organizational culture that supports experimentation, the courage to take risks, and collaboration between teams to contribute to improving innovation capabilities holistically. In this way, capability building within an innovation management framework not only improves technical skills, but also fosters an innovative mindset that is vital for long-term success in facing ever-changing market challenges.

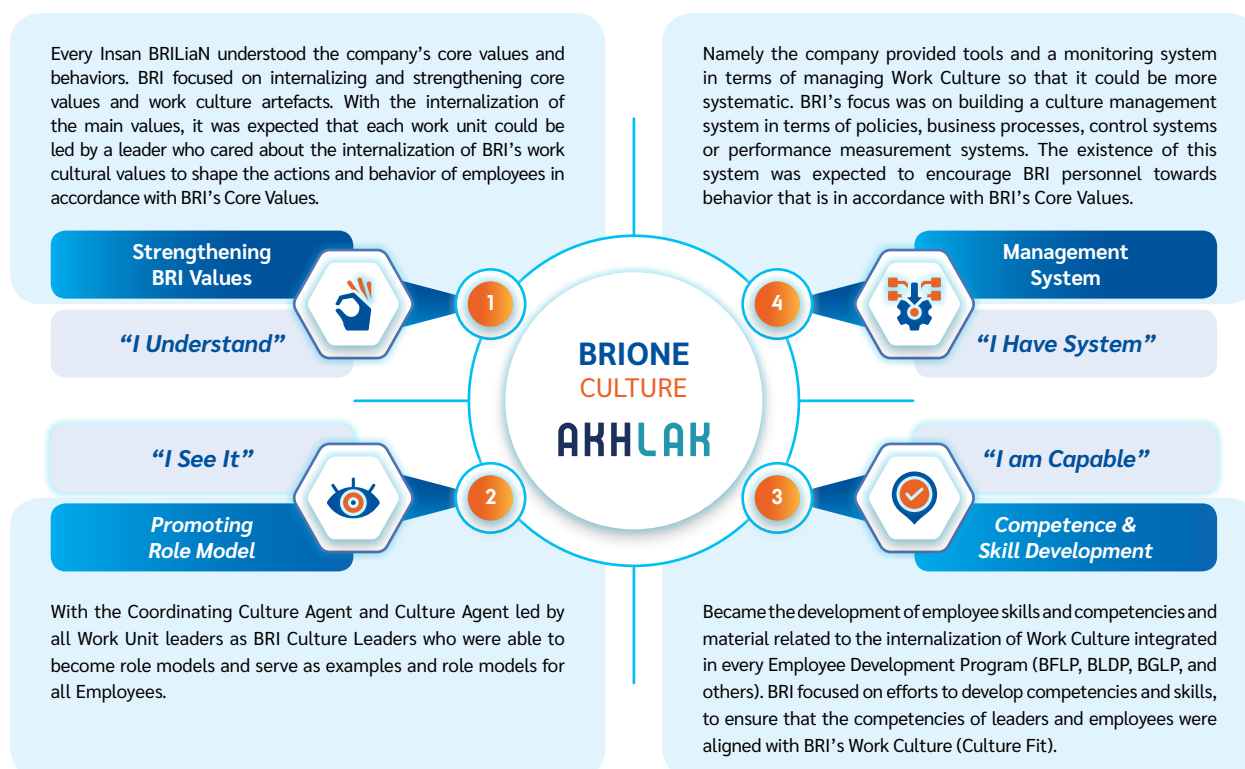


BRI's transformation has 2 (two) main transformation focuses, namely Digital and Culture (Corporate Culture). BRI places Corporate Culture as one of the foundations for achieving the Company's Vision and Mission and is part of its strategy. Realizing the importance of shaping employee character and behavior and

creating a productive and dynamic work environment and in order to support BRI's consistent and measurable transformation, the BRI Group has carried out various internalization efforts and Work Culture initiatives.

## Internalization and Initiative Implementation of Work Culture

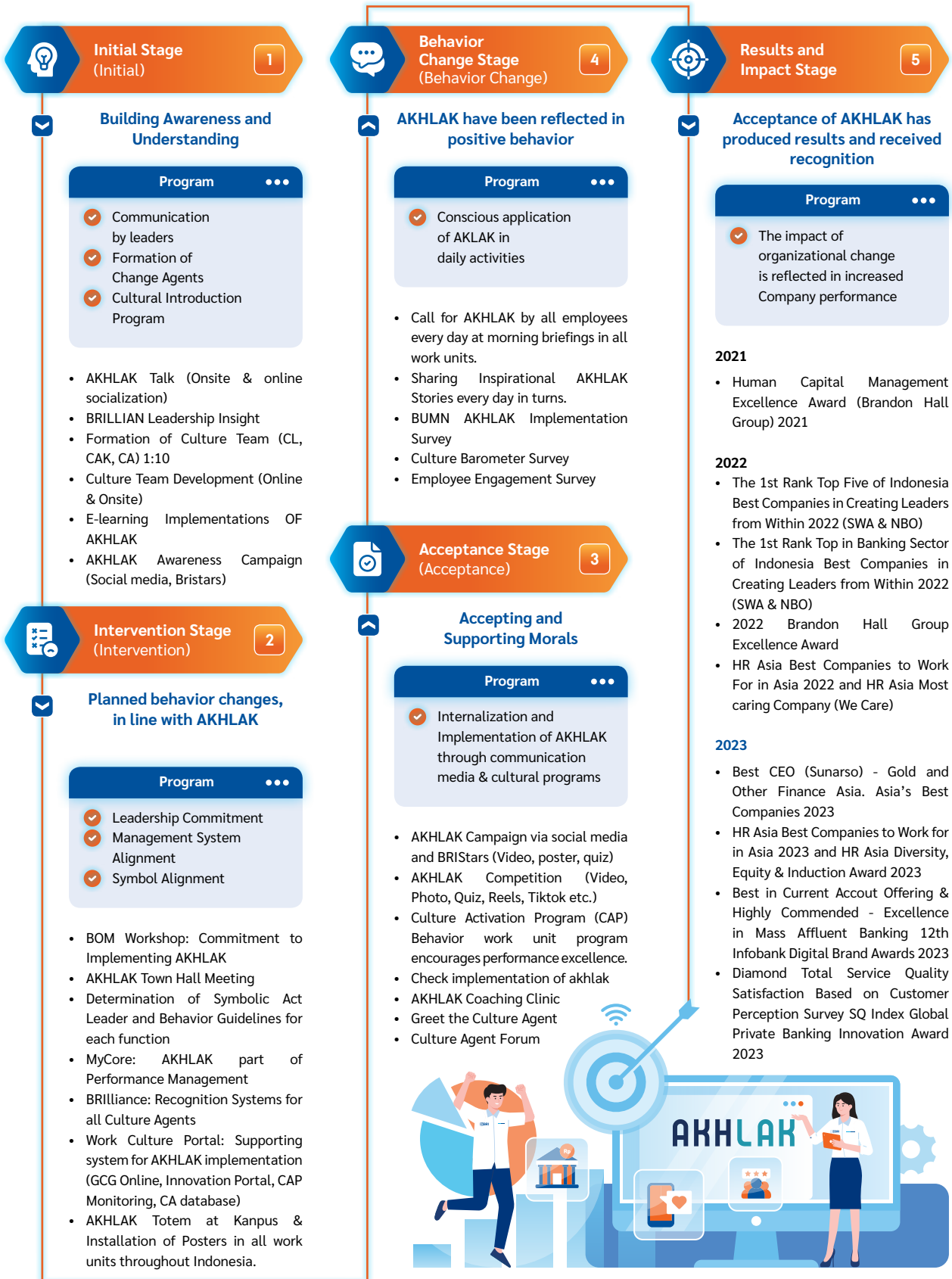
Throughout 2023, BRI carried out several initiatives and internalized work culture through development in accordance with the BRI One Culture framework. BRI One Culture aimed to form a performance driven culture (performance-based corporate culture) to encourage productivity which impacted optimal business performance. There were 4 (four) main areas in the implementation and internalization of BRI One Culture to create a Performance Driven Culture, which consisted of:



1. Strengthening BRI Values: every Insan BRILiaN understood the company's core values and behaviors. BRI focused on internalizing and strengthening core values and work culture artefacts. With the internalization of the main values, it was expected that each work unit could be led by a leader who cared about the internalization of BRI's work cultural values to shape the actions and behavior of employees in accordance with BRI's Core Values.
2. Promoting Role Model: with the Coordinating Culture Agent and Culture Agent led by all Work Unit leaders as BRI Culture Leaders who were able to become role models and serve as examples and role models for all Employees.
3. Competence & Skill Development: became the development of employee skills and competencies and material related to the internalization of Work Culture integrated in every Employee Development Program (BFLP, BLDP, BGLP, and others). BRI focused on efforts to develop competencies and skills, to ensure that the competencies of leaders and employees were aligned with BRI's Work Culture (Culture Fit).
4. Management System: namely the company provided tools and a monitoring system in terms of managing Work Culture so that it could be more systematic. BRI's focus was on building a culture management system in terms of policies, business processes, control systems or performance measurement systems. The existence of this system was expected to encourage BRI personnel towards behavior that is in accordance with BRI's Core Values.



## Internalization of Akhlak In BRI Group



## Culture Activation Program

In implementing a performance-driven culture (Performance Driven Culture), during 2022 all BRI Work Units, both at the Head Office Division level down to the Branch Offices, designed and implemented a Culture Activation Program (CAP). This Program is an initiative program related to Work Culture that had an impact on performance achievement in each Work Unit. The Culture Activation Program (CAP) was initiated and designed by each Work Unit and was a joint commitment in the Work Unit.

## Culture Team

In order to optimize the management of BRI Corporate Culture and the implementation of BRI One Culture in Work Units, an active role is needed from the Culture Team to become a role model in internalizing BRI's work culture values. The Culture

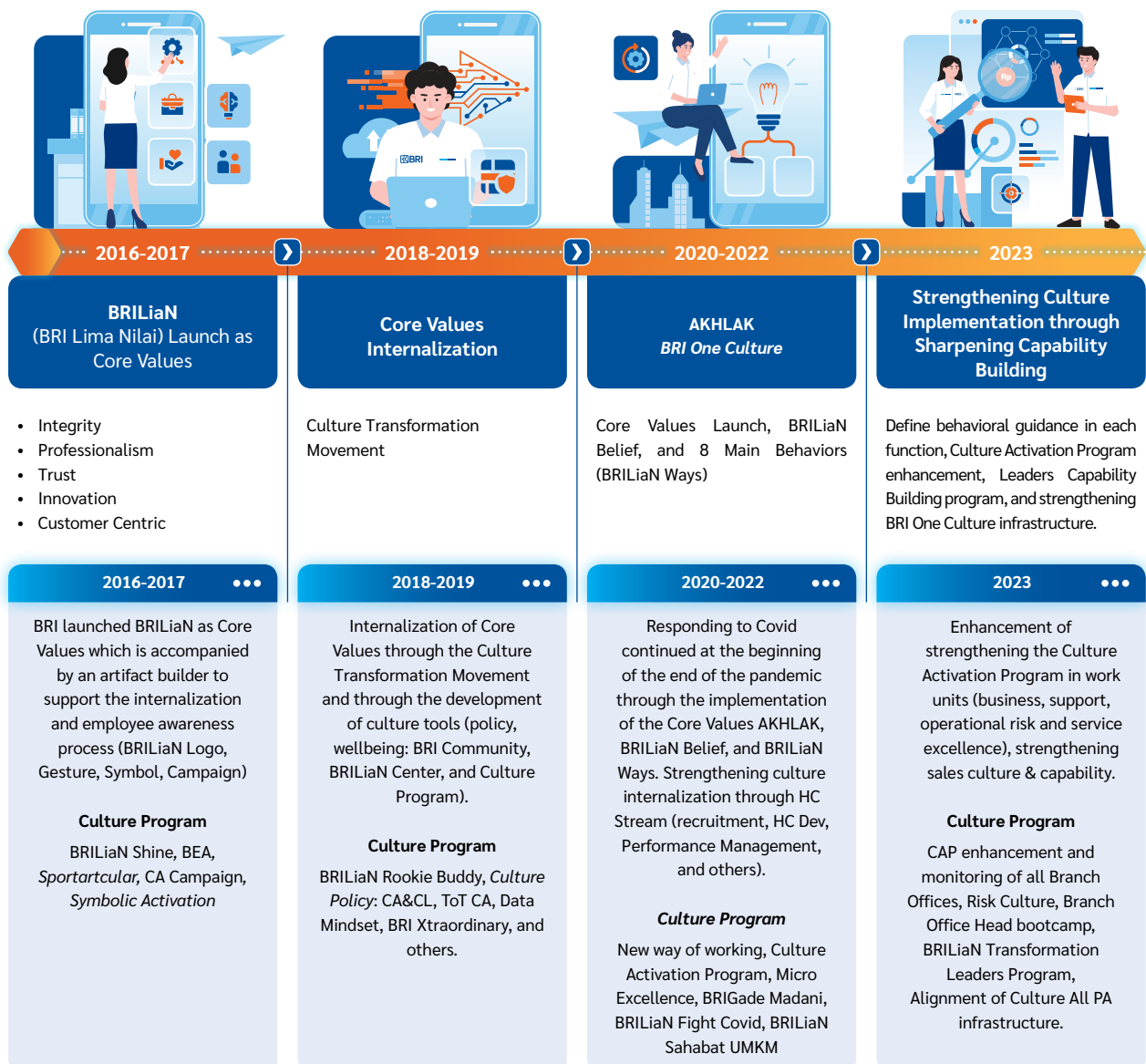
Team consists of a Culture Leader (CL), Culture Agent (CA), and Culture Agent Coordinator (CAK) whose role is to ensure the success of the culture program which encourages behavior to improve performance.

## BRI Excellence Awards

The BRI Excellence Awards became a form of appreciation given by BRI to employees and BRI Work Units who consistently provided their best performance. In 2023, there was a Best Culture category for the Work Unit level as well as Best Culture Agent and Best Culture Leader for the Worker level.

## BRI's Culture Transformation Journey

BRI's Cultural Transformation Journey covered a number of activities and programs carried out to support transformation to encourage achievement Performance Driven Corporate Culture.



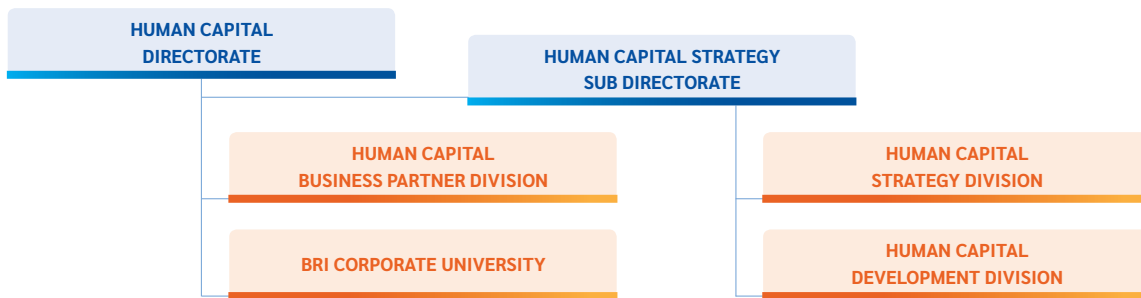


## Human Resources Management Structure

The BRI Human Capital management organization consists of 2 (two) Divisions under the direct supervision of the Human Capital Director and 2 (two) Divisions under the supervision of SEVP Human Capital Strategy. The Director of Human Capital supervises SEVP Human Capital Strategy with division management divisions, namely, the Human Capital Business Partner and BRI Corporate University Division under the Director of Human Capital as well as the Human Capital Strategy & Policy Division and the Human Capital Development Division under SEVP Human Capital Strategy.

The Human Capital Strategy & Policy Division was responsible for developing Human Capital strategy and planning. In addition, the Human Capital Strategy & Policy Division was also responsible for managing reward policy strategies and managing labor costs, employee governance, individual performance management, and human capital communication. The Human Capital Development Division focused on strategic and operational resourcing & assessment as well as career and people development. The Human Capital Business Partner Division was responsible for implementing / human capital business partner, regional human capital business partner, career & succession, human capital information systems and people analytics, industrial relations operations, and reward operations. BRI also owned a Corporate University Division which was responsible for managing education and training activities with the corporate university concept.

The organizational structure of the Directorate of Human Capital can be described as follows:



## Human Capital Work Plan 2024

### Human Capital Development

Business Growth Conditions in 2024 will face significant challenges due to rapid digital transformation, global economic uncertainty as well as changing regulatory dynamics and various other global and national conditions which ultimately also have an impact on BRI's human capital management strategy. In line with the direction of business development, in 2024 BRI's Human Capital management will still focus on encouraging worker productivity, especially to support the CASA strengthening strategy, including through a program to increase worker capability, especially for marketers and micro staff to support the Micro Human Capital Reengineering initiative, strengthening performance management, continuing efforts to optimize and automate business processes through the implementation of strategic workforce planning, as well as optimizing the contribution of subsidiary companies through the implementation of standardization of Human Capital management within the BRI Group.

The implementation of BRI's strategic workforce planning project is planned to continue in the next few years, one of which is the Reinventing Job process, which is a job reconstruction process

through identifying a comprehensive task list to capture the potential for automation or diversion to technology, especially for repetitive and administrative processes, so that it can free up the time of existing employee to be more efficient and divert it to other work that is more strategic and has added value. In 2024, this process will still be ongoing in both support and business work units, including the implementation of BRI's human capital business processes so that management is expected to be more effective and efficient.

On the other hand, programs to increase employee capacity and capability are also the main focus which are implemented through the implementation of innovative competency-based learning programs accompanied by strengthening coaching and mentoring programs in the process of sustainable individual performance management. The focus on increasing these capabilities is primarily directed at marketers and micro staff to support the implementation of the Micro Human Capital Reengineering initiative as well as increasing the leadership capabilities of work unit leaders so that they are able to direct and lead the achievement of the Company's business goals.



Furthermore, in order to support the Company's aspirations to grow inorganically by strengthening and optimizing the contribution of Subsidiaries, the Company will implement Synergy Implementation of subsidiary companies, one of which is through standardizing human capital management within the BRI Group. This was done after previously carrying out a maturity assessment to capture the existing conditions of human capital management in each subsidiary company. Based on the results of this assessment, various strategic initiatives will then be implemented

by BRI Parent and each subsidiary company in accordance with the human capital management roadmap prepared towards the ideal conditions expected in 2025. In addition, improvements to the sustainable performance management system at BRI are also implemented through various efforts that include adjusting performance management policies and provisions according to current challenges and conditions, developing a more reliable support system and various efforts to maintain harmony in the implementation of performance management in the BRI Group.

## Information Technology

### SUMMARY OF DIGITAL AND INFORMATION TECHNOLOGY DIRECTORATE

Guided by the "GREAT" framework (an acronym for Grooming breakthrough innovation, Resilient IT platform, Excellent data-driven organization, Agile 10x governance, and Transformation of digital talent) as part of the 2021-2025 Information Technology Master Plan, BRI has achieved several things to be proud of in 2023. These various achievements have helped support BRI to achieve extraordinary achievements in 2023 while preparing digital platforms that can and will continue to support business growth in the following periods.

During 2023 BRI recorded extraordinary figures for the growth of digital transactions, where 98.95% of our total transactions were carried out digitally, and the remaining 1.05% of our total transactions were carried out in our branches or work units. Apart from the figures above, BRI's Digital & IT Directorate also succeeded in recording several achievements for 2023.

BRIimo became one of the applications with new user growth of 32.6%, total transactions and transaction volume increased by 69.2% and 55.8% in 2023. In terms of infrastructure, BRIimo could also maintain availability at 99.98%, and the success rate was 99.96%.

The growth in the use of our open API, BRIAPI has been utilized in more than 23 types of digital ecosystems with more than 1,000 total partners.






Utilizing Artificial Intelligence (AI), Sabrina continued to be at the forefront of customer handling by serving 55.6 million messages entering the BRI contact center during 2023. Sabrina also had a service satisfaction level of 69.8%, an increase from 57.7% in 2022.

In terms of operations and infrastructure, our three data centers also provided a reliable foundation, proven by the 3 (three) Tier III certifications obtained from the Uptime Institute, namely Tier Certification of Design Documents (TCDD), Tier Certification of Construction Facilities (TCCF), and Tier Certification of Operational Sustainability (TCOS). In terms of operations and infrastructure, our three data centers also provided a reliable foundation, proven by the 3 (three) Tier III certifications that BRI obtained from the Uptime Institute, namely Tier Certification of Design Documents (TCDD), Tier Certification of Construction Facilities (TCCF), and Tier Certification of Operational Sustainability (TCOS).

Apart from that, in 2023 BRI carried out an IT Maturity Assessment in accordance with the mandate of the Ministry of SOEs with a score of 4.66 out of 5.00 points based on COBIT 2019 best practice. BRI has also proven its digital maturity capabilities with Level 2 achievements (score 80.50 out of a total of 100), in accordance with the Financial Services Authority assessment guidelines.



## Information Technology Strategic Plan

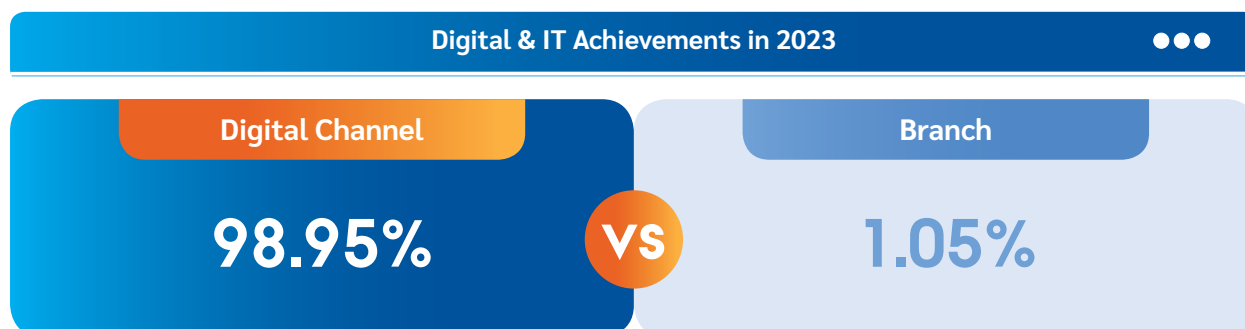
Themes	2021-2022	2023-2024	2025
 <b>Groom Breakthrough Innovation</b>	Platform Foundations for <b>Omni-channel and Personalization Automation CoE</b> enabling Automation@scale across BRI	Optimize <b>open banking</b> and emerging digital ecosystem	Seamless <b>Hyper-personalized</b> Experience and tailored product
 <b>Resilience IT Platforms</b>	<b>EAM function</b> to align architecture requirements with business aspirations	<b>Composable architecture</b> enabling Secure, Reliable, and Agile Infrastructure	Next-gen Platform Capabilities to Drive Business Growth
 <b>Excel Data - Driven Organization</b>	<b>Robust Data Privacy and Protection</b>	<b>Analytics@scale</b> capabilities through enhanced BRIBrain team	<b>Best-in-class Data &amp; Analytics</b> Capabilities Driving Cross-sell and Targeting
 <b>Agile 10x Governance</b>	<b>Agile CoE</b> enabling Agile@scale operating model and governance	Squad-based <b>Organization</b> and DevSecOps-based Approach for Critical Products / Journeys	<b>Fully Product-based Delivery model</b> with leading Agile Practices
 <b>Transform Digital Talent</b>	<b>Digital talent war room</b> to make BRI Home of Best Digital Talent <b>Detailed Organization assessment</b> to design IT org of future	Distinct <b>Employee Value Proposition</b> to Attract Best Talent	Digital Native Culture with Future-Ready Skillsets and Competencies

BRI's Digital & Information Technology Strategy was prepared referring to BRIvolution 2.0 and prepared based on the GREAT framework for the 2021-2025 period with the following details:

- Groom Breakthrough Innovation:** In 2021-2022 BRI built an omnichannel platform and adopted automation in several business processes; in 2023-2024 it will focus on optimizing open banking and building a digital ecosystem, and in 2025 it will improve customer experience by focusing on next-gen open banking.
- Resilience IT Platform:** In 2021-2022 BRI implemented Enterprise Architecture Management (EAM) with the aim of aligning IT architecture with business needs, and in 2023-2024 it will focus on implementing a safe, reliable and agile composable architecture, and in 2025 it will focus on next -gen platform aimed at business growth.
- Excel Data-driven Organization:** In 2021-2022 BRI owned a robust data privacy and data protection system, in 2023-2024 BRI will continue to improve AI (Artificial Intelligence) capabilities in platform development at BRI, and in 2025 it is expected that BRI will become The Best in Class Data & Analytics in increasing BRI Cross-selling.
- Agile 10x Governance:** In 2021-2022 BRI created an agile operating model and governance, in 2023-2024 BRI will focus on agile DevSecOps with a critical product or journey approach, and in 2025 it is expected that BRI will produce fully agile products.
- Transform Digital Talent:** In 2021-2022 BRI became Home To The Best Talent in the Digital Talent War Room, in 2023- 2024 BRI will focus on Employee Value (EV) so that it can attract the best IT talents and in 2025 BRI can focus on development BRI talents become Digital Native.

In 2023, BRI's Digital & Information Technology Directorate focused development on 3 (three) focus areas with the theme Composable to the Power of (**Composable<sup>3X</sup>**), as follows:

1. **ComposableX Resiliency**: BRI focused on developing IT infrastructure increasingly reliable in supporting business services and operations, achieved through several advanced initiatives, namely the Active-Active Data Center strategy, adopting Cloud Infrastructure, adopting Automation to increase efficiency and productivity, and implementing composable architecture in system development IT.
2. **ComposableX Open Banking**: BRI focused on developing open banking capabilities and digital ecosystems through BRIAPI as BRI's open API.
3. **ComposableX AI/ML**: BRI focused on developing AI/ML on BRI superapps in several support functions including customer engagement, credit underwriting, anti-fraud & risk analysis, smart services and operations.



Throughout 2023, BRI succeeded in recording achievements in the field of digital development as evidenced by 98.95% of total transactions carried out through Digital Channels. This is of course far from the 1.05% of transactions carried out through branches and/or tellers. This figure illustrated the shift in platform choices used by customers in their daily transaction activities.

In terms of developments in the number of transactions, BRI succeeded in increasing total transactions and transaction volume by 69.2% and 55.8% compared to the previous year's period. On the Ceria digital lending platform, the number of customers and sales volume increased by 86% and 113% from the previous year period.

Apart from these achievements, the achievements of the BRI Digital & Information Technology Directorate in 2023 were described based on 3 (three) development focus areas as follows:

#### 1. ComposableX Resiliency

During 2023, the IT Resilience area recorded availability achievements, namely, BRI's availability level was 99.98% with a success rate reaching 99.96%. The BRISPOT system achieved 99.99% availability with a success rate of 99.99%. Meanwhile, for the NDS application, BRI managed to record availability of 99.99% with a success rate of 99.98%.

#### 2. ComposableX Open Banking

Development of Open Banking and digital ecosystems through expanding the use of BRIAPI with a total of 123 API products being offered and utilized in more than 23 types of digital ecosystems with a total of more than 1000 collaboration partners

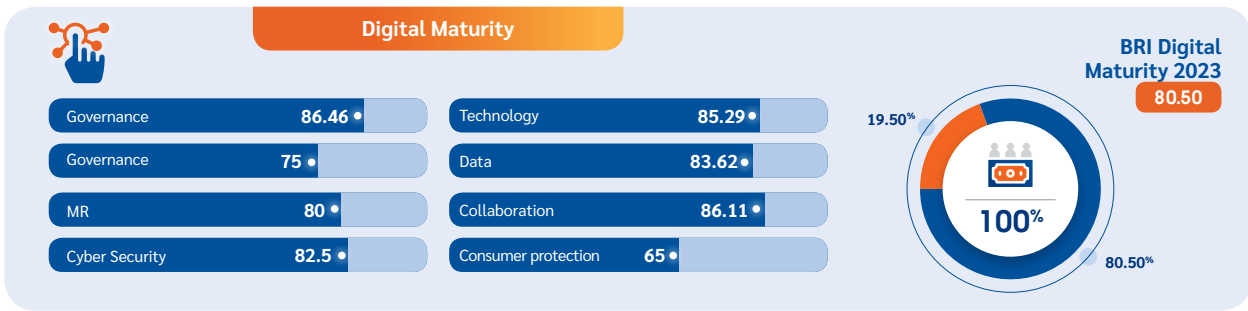
#### 3. ComposableX AI/ML

Good data management became one of BRI's focuses, the use of Artificial Intelligence (AI) through BRIBRAIN contributed to business through recommendations for targeted customer and merchant acquisition. This was shown by acquisitions in the SME and Micro sectors which increased by 328% and 253%.

#### 4. Excellence Enablers

In terms of Information Technology Governance, BRI carried out an Information Technology Maturity Assessment (IT Maturity Assessment) and Digital Maturity Assessment. BRI succeeded in reaching the Information Technology Maturity level with a score of 4.66 out of a total score of 5.00 based on COBIT 2019 best practice.

Apart from that, BRI also achieved Level 2 achievement (score 80.50 out of a total of 100) in accordance with the assessment guidelines issued by the Financial Services Authority.



## Development of Information Technology Services

### Access BRImo abroad

BRI always innovated to improve services and provide a good user experience for customers, not only at home but also abroad. Through the BRI account opening feature abroad via BRImo, Diaspora and/or Indonesian Migrant Employee could easily carry out financial transactions using their local cellphone number/SIM Card. As an initial stage of launching this service, it accommodated BRI account openings using mobile numbers from Japan, South Korea, Hong Kong, USA, Saudi Arabia, UAE, Kuwait, Malaysia, Taiwan, Singapore, Timor Leste and continued to increase in the future.


Apart from that, BRI also expanded cross-border transaction services through the International Transfer feature and the use of QRIS abroad. The International Transfer feature made it easy to send money from rupiah savings immediately converted into foreign currency according to the needs of recipients abroad. Meanwhile, the use of QRIS abroad, in its initial stages in Singapore, made it easier for BRImo users to make payments at merchants without the hassle of currency conversion.

### Open Ecosystem

BRI also expanded its services through collaboration with third parties to make it easier for people to access banking facilities without being tied to BRI's channels. Since 2019, through the launch of BRIAPI, BRI carried out its role in improving the digital ecosystem and financial inclusion throughout Indonesia.

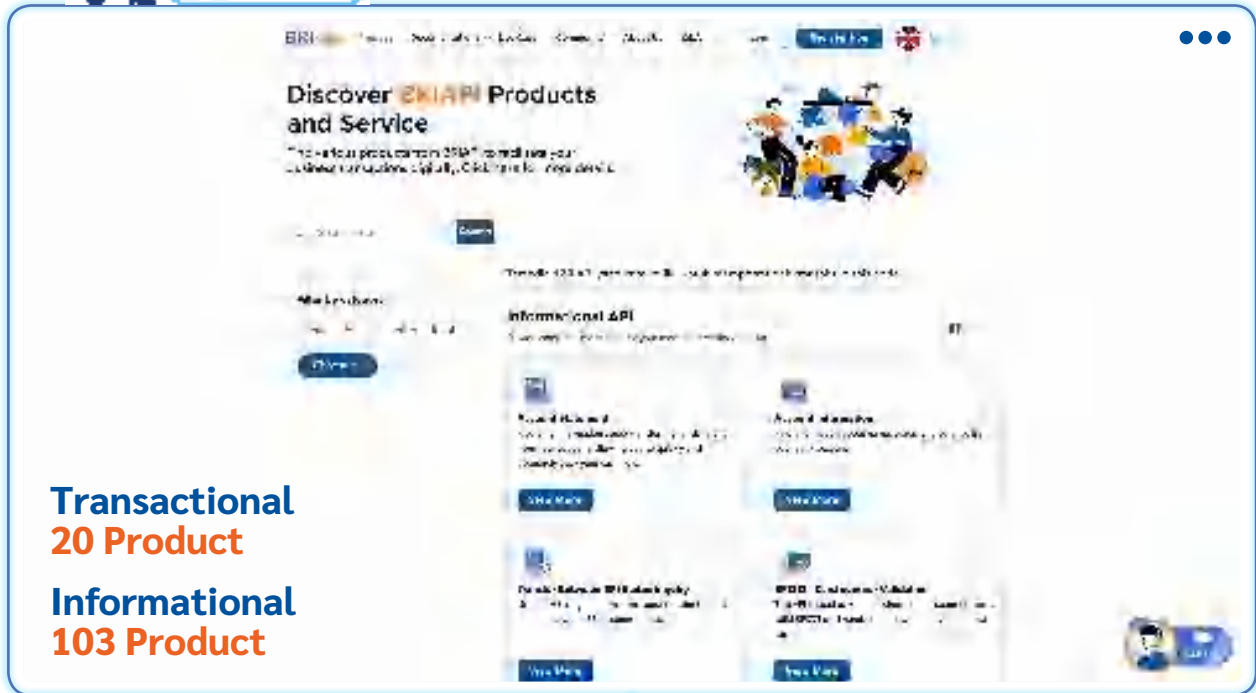
BRIAPI innovation development continued to be carried out in various aspects, one of which was the number of API products offered. In 2023, there were 123 Open API products that could be integrated, an increase of 112 products compared to the end of 2022. This made BRI the largest provider of Open API products in Indonesia, with details of 20 Transactional Open API products, and 103 Informational Open API products implemented more than 23 types of digital ecosystems with more than 1,000 total partners.

In 2023, BRIAPI's performance experienced an increase in sales volume of 43% compared to 2022. Meanwhile, fee based income (FBI) and the number of transactions generated by BRIAPI increased by 126% and 112% respectively during 2023.



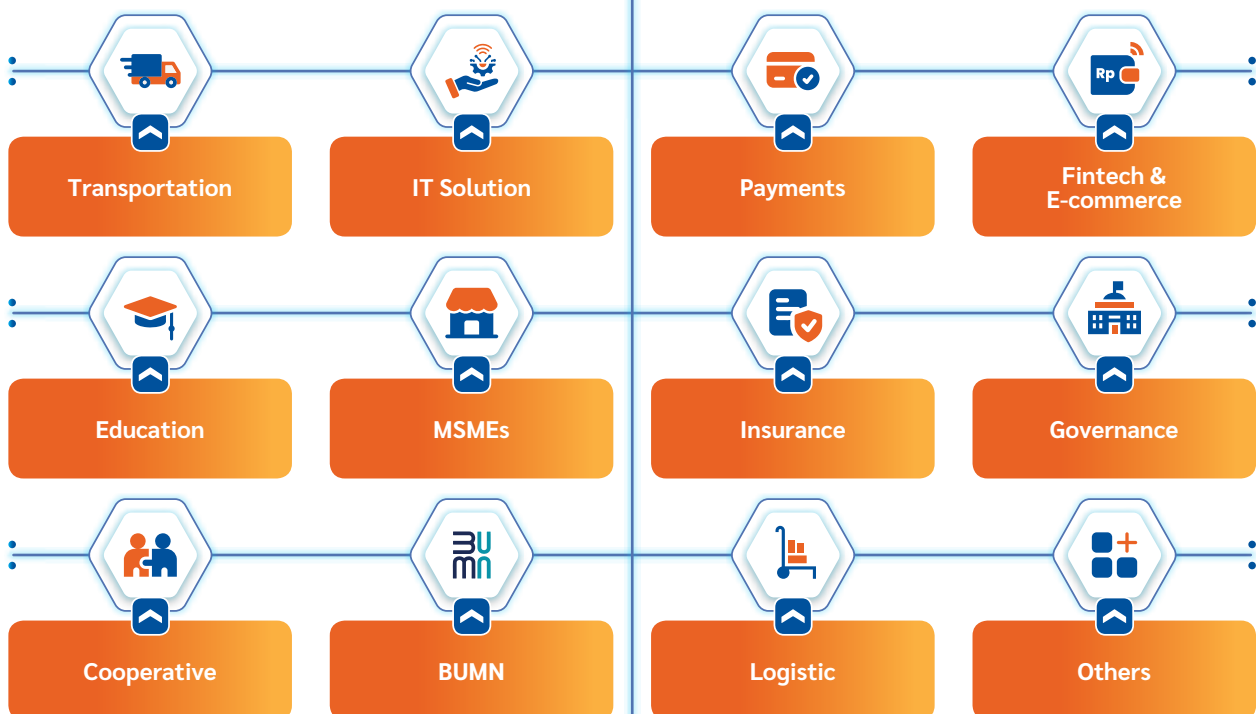
BRI API Product
⋮

- Virtual Account
- BRIZZI
- Co-branding CC
- Fund Transfer Internal
- Direct Debit
- Account Information
- Fund Transfer Eksternal
- BRIFAST
- Account Statement
- Etc..



Transactional  
20 Product

Informational  
103 Product





## Sabrina

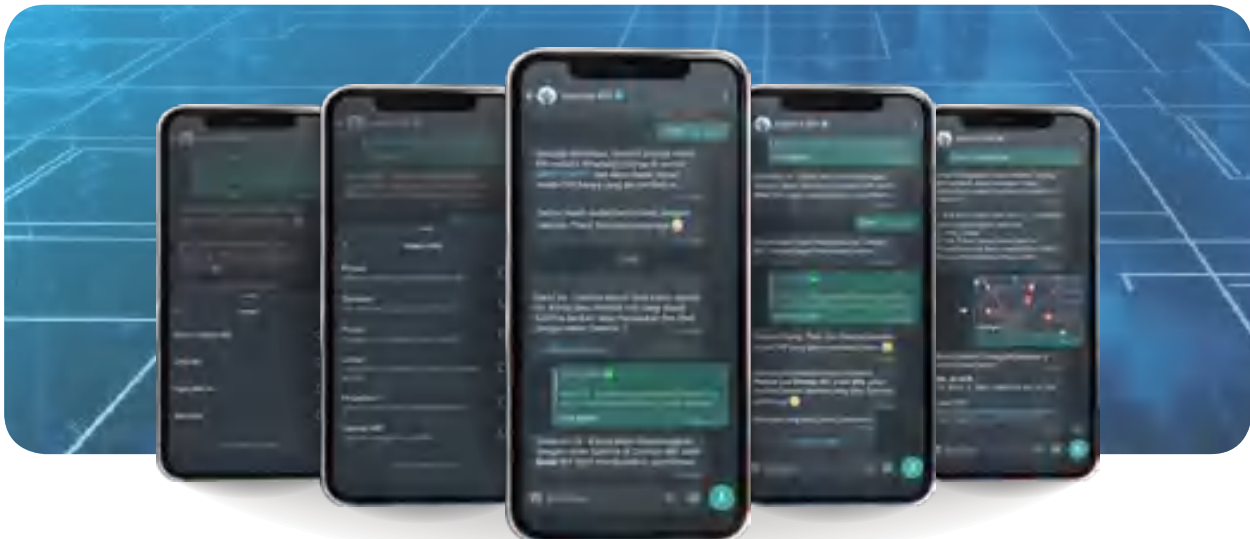


Sabrina is a virtual assistant based on artificial intelligence (AI) technology

developed by BRI to provide easy service and information to customers and potential customers. Sabrina can help customers get product information, promotions and the location of the nearest BRI ATM/Work Unit.

Sabrina has been integrated with BRI Mo so that customers can find out account balance information and account mutation information through Sabrina. Sabrina is also one of the frontliners in facilitating customer questions and complaints regarding banking services provided by BRI.

The number of messages sent by users to Sabrina was recorded at 55.6 million during 2023, an increase from 19.12 million messages in 2022. The average number of user questions that could not be answered (or so-called fallback rate) by this virtual assistant continued decreasing from 29.46% in 2022 to 17.8% in 2023. This good performance was supported by a satisfaction survey where 69.8% of users stated they were satisfied with the services provided. This figure increased from the previous figure of 57.7% obtained in 2022. Until now, Sabrina has become the favorite channel for users to make contact with BRI.



## Information Technology Infrastructure

### Architecture of Information Technology

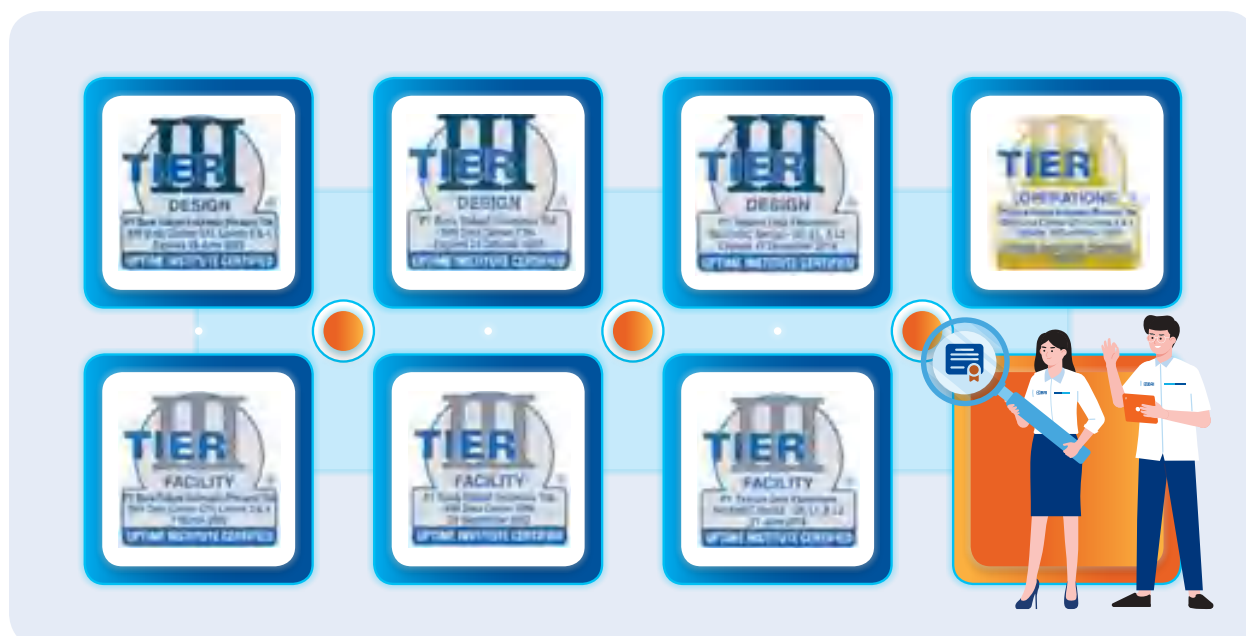
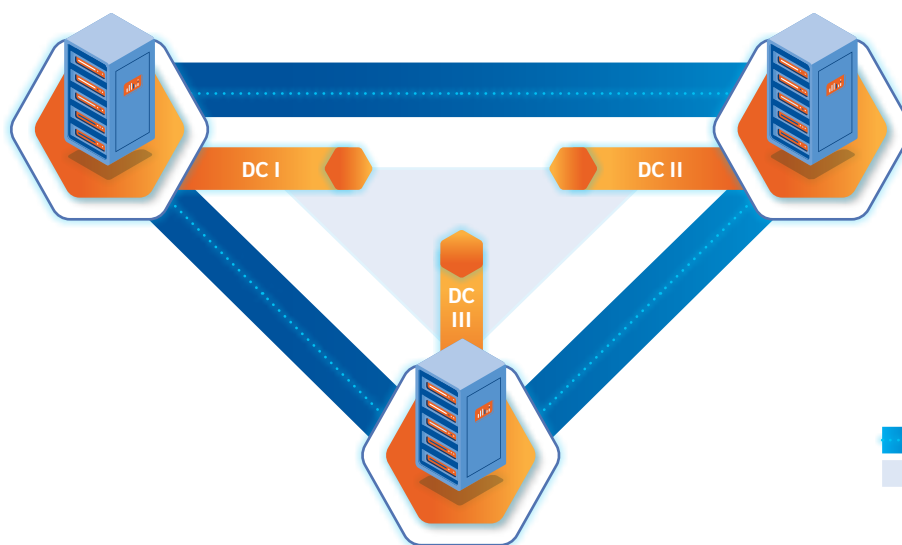
In line with the Information Technology Strategic Plan, BRI has an Information Technology Architecture as a basis for developing IT-based services. BRI's IT architecture was prepared by considering aspects of business needs, data, technology, security, as well as applicable global frameworks and standards. Apart from that, BRI has also implemented Enterprise Architecture Management (EAM) which aims to enable resilience, business agility and fit-for-purpose to accelerate time-to-market and customer resilience.

### Active-active Data Center and Cloud Adoption

IT infrastructure has the duty and responsibility to manage and maintain the availability and reliability of the entire communications network of the three BRI Data Centers. The three Data Center locations owned by BRI are connected to each other via DWDM (Dense wavelength-division multiplexing) link services. The DWDM service is configured with a Triangle topology using a router device as a termination at each Data Center location, so it is hoped that an optimal configuration could be obtained. Currently, the link between Data Centers is used for various types of data transmission between Data Centers, including transaction traffic from BRI work units, back-up and replication traffic, and also includes traffic between applications that communicate with each other between different Data Centers. The three BRI Data Centers have also received 3 Tier III certifications from the Uptime Institute, namely Tier Certification of Design

Documents (TCDD), Tier Certification of Construction Facilities (TCCF), and Tier Certification of Operational Sustainability (TCOS). The design certificate (TCCD) is upgraded after the facility obtains the TCCF certificate. The facility certificate (TCCF) remains valid as long as the configuration in the Data Center does not change. Renewal is only required for TCOS certificates, which is done every 3 (three) years.

To increase application resilience, BRI also implemented active-active critical applications and infrastructure, so that several critical BRI applications can run actively in at least 2 (two) Data Centers owned by BRI. Currently the applications that have been live in three DC BRI include BRImo, BRILink, NDS, BRIVA, ibbiz, BRIAPI, CMS, dan EDW In the future, other applications will be implemented.



In addition to implementing Active-active Data Centers at its three DCs, BRI is also committed to maintaining service availability and scalability through the use of the cloud. Utilizing the cloud helps increase BRI's flexibility in terms of partnerships and time to market. Application modernization in the form of container-based also continues to be carried out to encourage mass cloud adoption in the BRI application environment. To date, BRI has 12 applications that are live in the cloud.



BRI also continues to support environmental sustainability commitments through Environmental, Social and Governance (ESG) elements by maintaining efficient energy utilization in our Data Center operations. In 2023, BRI recorded a Power Usage Effectiveness (PUE) index of 1.46 and 1.56 on a scale of 3 at the Efficient level. This shows that the Data Center operations carried out by BRI have been running with efficient energy utilization, thereby providing operational and environmental benefits.

### IT Asset Management (ITAM) and Configuration Management Database (CMDB)

Technological developments enable BRI to carry out better performance transformations in carrying out operational activities at BRI. To support this, both in terms of governance support, IT operations, and security support, accurate, comprehensive and adequate information technology asset management is needed. By implementing an IT asset management system, companies can build IT asset visibility, maintain physical accountability of IT assets, allocate IT assets efficiently and productively, provide accurate IT asset configuration status according to standards/

best practices, and build a centralized and complete IT asset information repository in order to support “Audit Readiness” and “Data-Information Security” solutions.

Adequate asset management can be used to mitigate security risks, reputation risks and financial risks caused by unreliable inventory, suboptimal asset utility, or the potential for inappropriate procurement implementation. Based on this, it is necessary to utilize an adequate IT asset management system, integrated reliably and safely, in order to increase the effectiveness and efficiency of BRI’s IT services as well as to implement risk management and IT asset management data that is accountable, accurate and complete.

Furthermore, the implementation of an IT asset management system is necessary in order to prepare the maturity level for BRI’s IT asset management to gain recognition for international best practice standards such as ISO 55001:2018 or ISO 19770-1:2017.





## Information Technology Governance

### Data Management

In the digital era, data is the new oil. Therefore, BRI continues to improve its capabilities in Big Data and AI. In this regard, BRI has carried out several initiatives to achieve an Excel Data-driven Organization, including implementing Master Data Management to strengthen BRI's capability in managing Big Data as part of the BRI Group. In addition, BRI also continues to strengthen the use of data by continuing to build Intelligent Data Analysis for Business Development by utilizing Big Data and AI technology.

Full support for data-driven organization at BRI is carried out by realizing BRI which can have accurate and trusted analytics data capabilities, and can be a basis for strategic and business decision making. The increase in data capabilities must have a strong foundation of a reliable data platform. One of the data platforms that BRI has is the Big Data Platform, Enterprise Data Warehouse and Master Data Management used in data management.

Full support for Data-driven Organizations at BRI is carried out by realizing that BRI can have accurate and reliable data analytics capabilities, and can become the basis for strategic and business decision making. The increase in data capability must have a strong foundation, namely a reliable Data Platform. One of the

Data Platforms that BRI has is Big Data Platform, Enterprise Data Warehouse and Master Data Management used in data management.

Support for data modeling or other data analytics for BRI's frontend or business applications is fulfilled with services owned by the Data Hub, which can provide product recommendations on a cross-selling basis and through BRI customer data profiling. Of course, this cannot be separated from the Data Governance and Management side, which is the pillar of the formation of a Datadriven Organization. Utilization of Master Data Management to conduct merging customer data activities produces Golden Data CIF (Customer Information File) as a single source of truth for valid customer data at BRI. Data Quality Criteria, Data Classification, Personal Data Protection also play an important role in improving Data Quality and Security at BRI. Increasing data security goes hand in hand with increasing BRI customer loyalty, and increasing investor interest in investing in BRI.

The Data Management Book of Knowledge (DAMA-DMBOK) is BRI's reference for continuing to improve and perfect data governance to support the achievement of the Best-in-Class Data & Analytics initiative. There are 11 knowledge areas that form the basis of data management policies at BRI. The 11 knowledge areas include:





In 2023, the Data Maturity measurement results obtained a value of 3.88 out of 5.00 with the measurement scope in the Enterprise Data Management Division.

BRI committed to continuing to protect personal data through a series of technical, procedures and organizational policies to prevent unauthorized or unlawful access, collection, use, disclosure, copying, changes or deletion. BRI realized that personal data was a valuable asset that had to be protected.

BRI strived to maintain the trust of stakeholders by securing and protecting the personal data we obtain. BRI understood the importance of privacy as a fundamental right and was committed to complying with all applicable legal provisions, including but not limited to:

- Law no. 27 of 2022 concerning Personal Data Protection;
- Law no. 4 of 2023 concerning Development and Strengthening of the Financial Sector;
- Financial Services Authority Regulation no. 22 of 2023 concerning Consumer and Community Protection in the Financial Services Sector;
- Bank Indonesia Regulation no. 3 of 2023 concerning Bank Indonesia Consumer Protection; And
- Other laws and regulations related to personal data protection.

Implementation of personal data protection for every personal data processing activity in the data life cycle which included collection, processing, storage and destruction of personal data. Implementation of personal data protection was carried out using the Privacy Operational Lifecycle approach:

- **Governance:** BBRI has a team responsible for implementing personal data protection programs. We manage personal data based on statutory regulations and internally established policies and procedures related to Data Management, Personal Data Protection and Information Security.
- **Assess:** BRI continually evaluates the organization's current privacy management processes and builds an understanding of how these processes and procedures align with applicable best practices and compliance requirements. By implementing Gap Analysis, preparing data processing recording activities, assessing the impact of protecting personal data, and data inventory & mapping.
- **Protect:** BRI has technical and organizational measures to protect personal data from unauthorized access or unauthorized use, including but not limited to implementing encryption, tokenization, data loss prevention, and other

technologies to prevent access, collection, use, disclosure, unauthorized or unlawful copying, alteration, deletion.

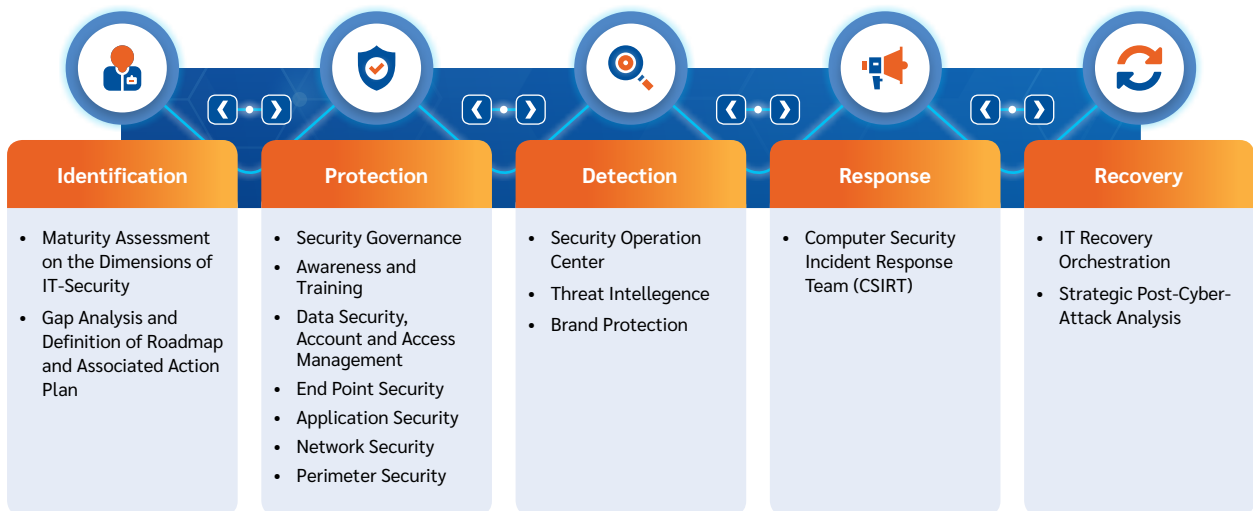
- **Sustain:** BRI is committed to maintaining compliance with personal data protection regulations and continuing to improve our personal data protection practices over time by continuing to provide training and awareness to all employee at both head office and branches. BRI continues to follow developments in personal data protection regulations to always adapt them to developing needs.
- **Respond:** BRI has cyber incident handling procedures to handle personal data breaches immediately and effectively. In addition, as a form of transparency regarding the processing of personal data, BRI has prepared and published a privacy notice which can be accessed at the following link: <https://bri.co.id/web/guest/privacy>.

With this statement, BRI confirms its obligation to provide the best protection for the personal data we manage, and we are committed to continuing to update and improve our policies and practices in line with technological developments and applicable regulations.

## Cyber Resilience and Security

BRI realizes that services from BRI are important in providing added value to customers and stakeholders. So that disruptions to services as well as vulnerabilities and leaks of customer information/data from these services are unacceptable. Therefore, BRI is committed to protecting customer information/data by supporting increased service security from cyber attacks and interference.

In line with developments in digitalization and trends in the development of cyber attacks, BRI has had a work unit under the Director of Digital Information Technology & Operations which specifically handles information security since 2018. The information security work unit is led by a Chief Information Security Officer (CISO) who has related experience security and certifications include Certified Information Systems Auditor (CISA) and Certified Information Systems Security Professional (CISSP). BRI has developed an Enterprise Security Architecture that uses the NIST Cyber Security Framework which is used as a reference in developing cyber security at BRI. In line with this, BRI has also carried out a Security Maturity Assessment with a score of 3.57 out of a maximum score of 4.



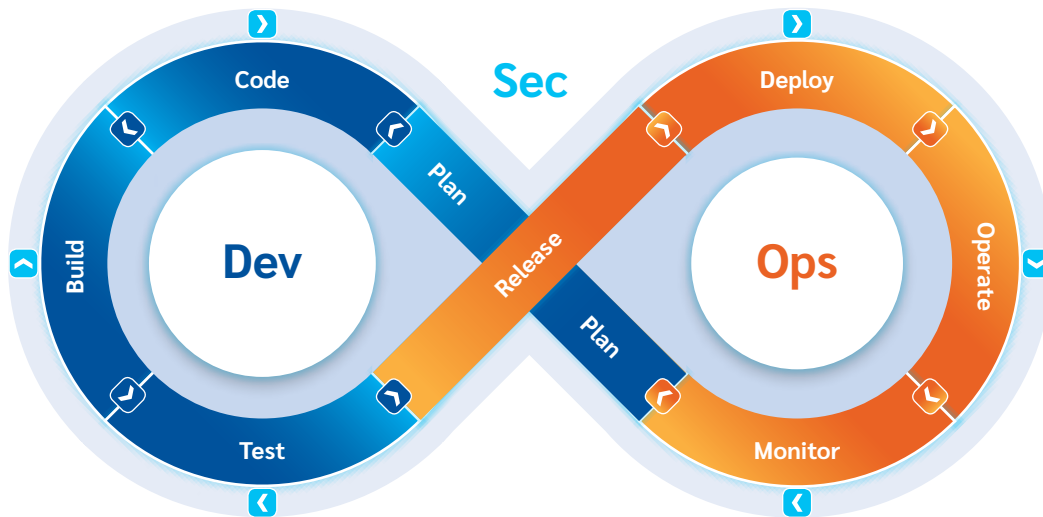
BRI has a cyber security policy that regulates information security bank-wide. The cyber security policy is prepared based on the international standard of ISO27001: 2013, PCI DSS, and POJK No.38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology

by Commercial Banks. The following is the response flow to disruptions, vulnerabilities and attacks on BRI services in the Computer Security Incident Response Team (CSIRT) at BRI, starting from pre-incident planning to post-incident evaluation and reporting.



To ensure the security of the BRI system, security aspects must be included in every application development process (Software Development Life Cycle - SDLC) both at the design, development, and system/application testing stages. Based on the SDLC, the

BRI released system/application will be checked for security quality starting from the plan or planning stage, code & build, testing, to the deployment and operational stages.



BRI also implemented Mobile Apps Security technology as a comprehensive solution that could protect mobile applications. The application of this technology aimed to make applications more resistant to cyber attacks. This solution also had a centralized dashboard that could map attacks that occurred on applications so that BRI could have visibility against attacks that could be used to make decisions to reduce the threat of cyber attacks borne by BRI.

BRI had a special function/section related to the Security Operation Center (SOC) which monitored cyber threats continuously (24 hours, every week, for 365 days). In monitoring cyber security, BRI also conducted proactive monitoring through threat hunting and threat intelligence services which had been further developed by involving international scale providers. In addition, to monitor and mitigate the threat of brand abuse, BRI had a brand protection program of which job was to monitor brand abuse on social media. This prevented BRI from data breaches since 2019. To manage these various technologies, BRI also had a single security tool that could meet all the needs of security operations, namely the Security Orchestration, Automation and Response (SOAR) solution designed to integrate and automate different security tasks, processes and applications in responding to security incidents to strengthen the BRI SOC team.

BRI also collaborated with competent third parties to identify BRI system vulnerabilities and review BRI's information security independently in the form of vulnerability assessments, penetration tests and cyber-attack simulations (red team). BRI implemented security strengthening at 3 (three) Data Centers so that it could provide more comprehensive security in carrying out its commitment to maintain cyber security.

With the ratification of Law no. 27 of 2022 concerning Protection of Personal Data, BRI also developed Data Security Governance as a reference for BRI in organizing the prevention of customer digital data from changing hands to unauthorized parties, whether intentional or not, when the data was in storage, in

transit, or when used. This was conducted with the aim of increasing cybersecurity maturity, preventing security incidents from occurring, and further enhancing security.

BRI as the parent company of the BRI Group also had an important role in securing BRI's Subsidiaries, namely by becoming the coordinator of cyber security for 10 (ten) subsidiary companies. This was conducted to reduce the probability and intensity of attacks on the BRI Group with a broad threat landscape to reduce the digital risk of the BRI Group.

### Information Security Culture

Showing its commitment to information governance, BRI imposes disciplinary actions against individuals who violate information security rules and where this action cause impacts to the Bank's business. To enhance BRI employee's awareness towards information security, BRI routinely conducts awareness-raising program through various forms and media, including:

1. BRI's internal poster and publication,
2. E-learning program for all employees,
3. Webinar, open for BRI employees, and
4. Anti-phishing campaign via email.

### Sustainability of Information Technology Services

The potential for damage, disruption or non-functioning of information technology infrastructure due to things that cannot be avoided and predicted, such as disasters, infrastructure disruptions can occur at any time without being predictable. Disasters also have several criteria, namely they can be natural disasters, human-caused disasters and disasters due to system failure.

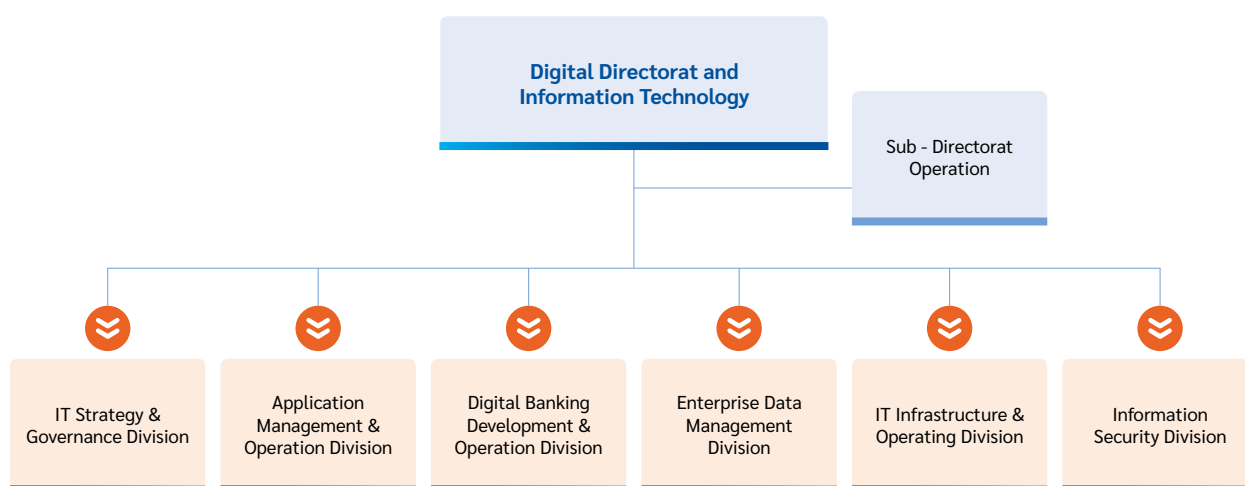
Disasters that occur can result in information technology infrastructure being unable to operate or function, thus greatly affecting the company's operations and business activities.

With the very large number, size and value of transactions, bank operations are very important and must be maintained even if a disaster occurs. If not handled specifically, the Bank will face risks such as operational risk and reputation risk which will have an impact on reducing the level of customer trust in the Bank. To reduce the impact of disasters or disruptions, careful planning and disaster recovery efforts are needed.

BRI's current strategy to increase the resilience of IT systems to disasters is by having 3 Data Centers that are actively configured to maintain availability when a disaster occurs. This also supports the implementation of service-based Disaster Recovery Planning where the DC configuration uses an active active configuration.

Active-Active Data Center (AADC) configuration requires network architecture, storage, networking, computing, and virtualization components as well as application components that work together. The availability and operation of the application in the event of an infrastructure failure in one of the Data Centers is a key factor. The recovery plan is created and prepared well so that it is strengthened by a document that describes the mapping between the current condition of the application and the infrastructure mapping required to fulfill the planned architecture as well as the test implementation plan. which is done consistently.

## Information Technology Management Structure



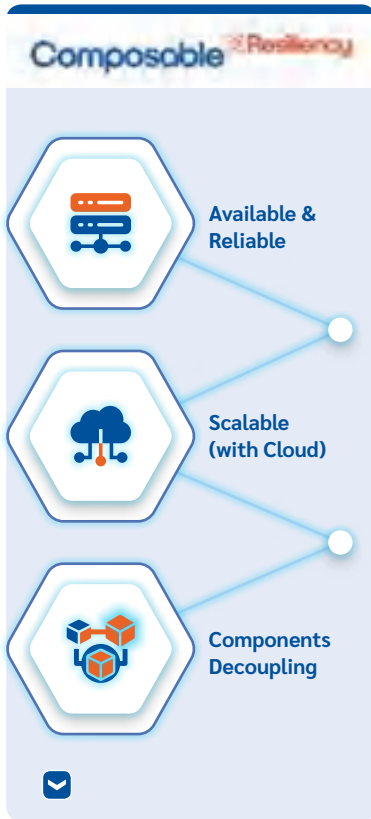
In providing the best Information Technology services to support the operational side of the Bank's business, the Digital Technology and

Information (DTI) Directorate has six supporting divisions with special functions, including:

- IT Strategy and Governance (ISG): It became the planning and control division, which was tasked with planning IT strategies, managing enterprise architecture, and managing all IT procedures and processes to comply with internal and external policies..
- Application Management & Operation Division (APP): This is the development, enhancing and operating division of all applications at BRI.
- Digital Banking Development (DDB): An innovation planning division, which focused on exploring and developing innovations based on the latest technology, this division also developed AI/ML-based innovation and data management.
- Enterprise Data Management (EDM): It was an end-to-end data management division, and focused on initiatives related to data security and data privacy.
- Infrastructure & Operation (INF): It was a division that focused on the operation of all infrastructure that operates in three data centers.
- Information Security (ISC): It was a division that focused on operation information security.



## Information Technology Work Plan 2024



- Platforms/Apps/ Infrastructure must be highly available & consistently reliable** (i.e. capacity planning, MTTR at 1-2 Hour/Available at 99.99%, measured as total - achieved per year)
- Focus on reducing technical debt and accelerate components decoupling** (i.e. in alignment with strategic focus)
- Actively introducing new capabilities to provide end-to-end IT operational monitoring and capacity building** (i.e. Cloud Adoption, ITSM Implementation)



- Extending bank's outreach through partnerships with major ecosystems (both for retail and wholesale)** (i.e. API for wholesale, deeper integration with BVI investee)
- Explore new business model and revenue stream** (e.g. Wealth Investment, Banking-as-a-Service, White-Label Mobile Banking, Integrated SME Solutions with Majoo)
- Human Centered UX, focus on daily needs through the lifecycle of customers** (e.g. Deeplink, NLP Smart Search, Voice Interaction, BRI mo ID)



- Strengthening AI outcome effectiveness for select use cases** (i.e. Churn, Cross-Sell, Upsell, Scoring)
- Continuously adding useful data sources to DataHub and improve data literacy of stakeholders** (i.e. SSA adoption, BRIOne program)
- Personalized interaction with customers** (i.e. Product Bundling, Robo-Advisor for Wealth Planning)

The role of Information Technology in supporting smooth business operations is increasingly strengthening, both in the form of increasing capabilities and supporting services for other work units to support sustainable business growth. Along with the still relevance of 3 (three) development areas in 2023, namely Composable to the Power of X ( **Composable<sup>®</sup>** ), BRI's Digital & Information Technology Directorate has made adjustments and strengthening in these areas as explained below:

- Composable Resiliency**, namely maintaining and aligning capabilities and capacities through strengthening Enterprise Architecture, process efficiency, application integration, increasing cyber security, as well as implementing active-active DC, High Availability and cloud adoption strategies to increase agility, flexible resiliency and sustainability.;

2. **Composable<sup>Open Banking</sup>**, namely expanding business potential through the use of technology and exploring innovation through BRIAPI, as well as increasing the role in the ecosystem through embedded finance and Banking-as-a-Services;
3. **Composable<sup>AI/ML</sup>**, namely encouraging increased use of analytical data & products to support data-driven decisions and recommendations with high accuracy through the use of BRIBRAIN and Master Data Management (MDM) which is extended to the BRI Group.

## Fixed Assets Management & Procurement (FAMP)

### SUMMARY OF PERFORMANCE IN THE MANAGEMENT AND PROCUREMENT OF FIXED ASSETS ●●●

Fixed Assets Management & Procurement (FAMP) consistently implements the Fixed Asset Management and Procurement Architecture “FAMP Bluebook 1.0” which contains a structured and systematic framework, roadmap and development direction for the field of fixed asset management and procurement for the 2021-2025 time period. One of FAMP’s strategic commitments which is also aligned with BRI’s Corporate Strategy is FAMP Digitalization as a form of support for the implementation of BRI’s Digital First DNA. In 2023, FAMP has digitized business processes with applications or platforms including the following:

1. FAMP Dashboard: Online platform used for provide monitoring of the procurement process and data on fixed assets owned and managed by FAMP.
2. E-Inventory: Platform used for BRI inventory management.
3. E-Rudin: Platform used for request support for official home services for BRI Head Office workers.
4. E-Vehicle: Platform used for managing and servicing BRI operational vehicle users.
5. E-Kas Porti: Platform used for managing Porti cash and using corporate cards.
6. Estimation Data Management: Platform used to manage historical estimation data.
7. BRISurf: Platform used for submitting fixed asset insurance covering and claims.
8. E-Auction: Platform used to carry out the auction (bidding) process for BRI assets that have entered the write-off period.

During 2023, FAMP has carried out 22 (twenty two) asset optimizations with details of 10 (ten) abandoned assets and 12 (twelve) assets not yet optimal. Apart from that, FAMP also continues its commitment to support programs from the Ministry of SOE which are related to FAMP’s field of work, including regarding the use of Domestic Products (PDN) and PaDi (Digital Market) for MSMEs. Referring to

Presidential Instruction no. 2 of 2022, FAMP plays an active role in increasing the use of Domestic Products in the procurement of goods and services carried out by BRI. In 2023, the actual use of BRI’s PDN is IDR 12,650,517,712,810 or 95.71% of BRI’s total procurement and the use of BRI’s Domestic Component Level is IDR 9,478,769,978,001 or 71.71% of the total BRI procurement. Regarding PaDi MSME spending, in 2023 BRI will carry out 7,980 transactions for B2B with a transaction volume of IDR 194.24 billion and 15,974 transactions for E-Proc with a transaction volume of IDR 13,218 billion.

FAMP also consistently implements the Environment, Social and Governance (ESG) concept in FAMP’s work area in accordance with Financial Services Authority Regulation No. 51/POJK.03/2017 concerning Implementation of Sustainable Finance in Financial Services Institutions, Issuers and Public Companies. In 2023, there will be several strategic initiatives carried out by the FAMP Directorate related to the implementation of the ESG concept, including:

1. SE Release No. 31-DIR/PLM/05/2022 dated 30 May 2022 concerning Fixed Asset Management and Procurement Based on ESG Principles
2. Green Building, BRILiaN Tower and Medan Tower.
3. Procurement of 194 units of Electric Cars and Motorbikes.
4. Installation of Solar Power Plants at 100 (one hundred) location points.
5. Provision of Public Electric Vehicle Charging Stations .

Application of the waste management concept in waste management at BRI.



## Network & Services Directorate

### PERFORMANCE SUMMARY OF NETWORK & SERVICES DIRECTORATE

In line with the initiative to strengthen retail banking capabilities, BRI continues to provide optimal service to customers by continuing to carry out transformation through various Strategic Initiatives both in the Network and service quality aspects. Transformation of the Work Network takes the form of expanding new office formats to improve customer experience and satisfaction, as well as consistently maintaining the reliability of transaction support devices such as Self Service Banking Terminal (SSBT) and E-Channel (ATM and CRM) machines. BRI is always committed to improving service quality by prioritizing customer centricity, including by providing complaint services that are increasingly easily accessible to customers.

Overall physical office, BRI has expanded the New Branch Format which consists of:

1. Addition of 4 (four) Flagship Branches at BRI Bandung Asia Afrika Branch Office, BRI Palembang A. Rivai Branch Office, BRI Surabaya Rajawali Branch Office, and BRI Surabaya Kaliasin Branch Office. Currently there are 6 (six) Flagship Branches, of which the other 2 (two) are at the BRI Special Branch Office and the BRI Menara BRILian Branch Office.
2. Addition of 4 (four) Smart Branches, BRI KCP Ministry of BUMN, BRI KCP Kota Kasablanka, BRI Mall Kelapa Gading Cash Office, and KK Pondok Indah Mall. Currently, there are 14 (fourteen) Smart Branches, of which the other 10 (ten) are at the BRI Denpasar Gajah Mada Branch Office, BRI Bandung Branch Office A.H. Nasution, BRI Jakarta Otista Branch Office, BRI Bogor Dewi Sartika Branch Office, BRI Bintaro Branch Office, BRI Bumi Serpong Damai (BSD) Branch Office, BRI Tamalanrea Branch Office, BRI Medan Putri Hijau Branch Office, BRI Surabaya Pahlawan Branch Office, and Office BRI Solo Branch Slamet Riyadi.
3. Addition of 2 (two) Community Branches, BRIWork UNS and BRICafe MD Place. Currently there are 8 (eight) Community Branches, of which 3 (three) are at BRICafe Marina Bay, BRICafe Smesoffeee, BRICafe Jogja, and 3 (three) others are at universities including BRIWork UGM, BRIWork IPB, and BRIWork UNEJ.
4. Addition of 5 (five) Co-Location Senyum outlets at BRI Unit Sekip Kebon Semai Palembang, BRI Unit SP Timbangan Kayuagung, BRI Unit Prambanan Sleman, BRI Unit Minasa Tene Pangkajene, and BRI Unit Karossa Mamuju Tengah. Currently there are 1,018 Smile Co-Location outlets to serve customers, especially the Ultra Micro segment.

The provision and expansion of transaction support machines is also carried out in BRI's efforts to strengthen the customer journey to make transactions using both self-service and assisted self-service, which consists of:

1. Implementation of 267 Digital CS machines in 262 BRI Branch Offices. The capabilities of the Digital CS machine are also continuing to be improved. Previously it could only serve transactions for opening accounts, printing Debit cards and printing savings books. Currently, it is able to serve additional transactions in the form of issuing Debit Cards and reissuing PINs, as well as printing bank statements. Implementation of 267 Digital CS machines in 262 BRI Branch Offices. The capabilities of the Digital CS machine are also continuing to be improved. Previously it could only serve transactions for opening accounts, printing Debit cards and printing savings books. Currently, it is able to serve additional transactions in the form of issuing Debit Cards and reissuing PINs, as well as printing bank statements.
2. Addition of Replacement Card Machine (RCM) machines from the previous 42 machines in 42 BRI Branch Offices to 70 machines in 70 BRI Branch Offices.
3. Addition of 2,000 new CRMs to expand transaction services, especially customer cash deposits.

BRI is always committed to improving the quality of service throughout its work network and customer complaint services by prioritizing customer centricity to maintain customer trust. BRI continues to make improvements in digital-based customer complaint services, which consist of:

1. The complaint service can be accessed on a self-service basis via the help center menu in the BRIImo (Complaint in Apps) application and the BRI Sabrina Virtual Assistant so that the resolution of customer complaints can be monitored in real time by customers.



2. BRI Virtual Assistant Sabrina with a converting conversation to selling feature so that Sabrina can provide information on the closest BRI collaboration merchants (a certain radius around the customer) which customers can now use. Apart from that, Sabrina also has other excellent features such as checking balances or account mutations as well as information on BRI office locations and BRI CRM/ATM.
3. The toll-free Contact BRI service makes it easier for customers to contact Contact BRI 1500017 via the BRImo application which is supported by advanced internet network-based technology with the advantages of clear voice quality and wider and more stable network coverage.

The efforts to improve service quality was complemented by the inauguration of the BRI Contact Building in Jakarta on October 13 2023. The spirit of service is presented through a building design with nuances and naming of work spaces that refers to customer centric concepts starting from Emphaty, Fast, Precise and Excellent so as to reflect commitment in maintain service consistency.

Improvements are not only carried out on the digital service side, but also from the back office through automation and accelerating the resolution of customer complaints, thereby further increasing Customer Engagement with customers.

Monitoring of service quality is also continuously carried out, where BRI collaborates with independent institutions to carry out objective measurements. The results obtained in 2023 are as follows:

1. The Best Contact Center Indonesia 2023 (ICCA)
  - a. Platinum – Best Tehcnology Innovation
  - b. Platinum – Best Employee Engagement
  - c. Platinum – Best Scheduling

2. The Best Contact Center Asia Pacific (APAC)
  - a. Silver – Technology Innovation Category
3. Infobank Banking Service Excellence Awards 2023
  - a. The 1st Best Overall ATM
  - b. The 2nd Best Opening Account via website
  - c. The 2nd Best Cash Recycle Machine (CRM)
  - d. The 3rd Best Contact Center in Service Excellence
  - e. The 3rd Best Digital Channel in Service Excellence
  - f. Golden Recognition – 5 Concecutive years in Service Excellence.
4. Indonesia WOW Brand 2023
  - a. Gold - ATM
  - b. Silver - Call Center
  - c. Silver - Tabungan
  - d. Silver - Bank Konvensional
  - e. Bronze - Kartu Uang Elektronik
  - f. Bronze - Mobile Banking

As a journey to strengthen retail banking capabilities, in 2024 BRI will further improve service quality throughout the Work Network by continuing to make improvements to Complaint handling both through conventional channels and self-service. Offices with new formats will continue to be presented to provide new experiences, the commitment to serve more quickly and accurately will be maintained supported by capable Frontliners, and the capability and reliability of transaction support machines will continue to be improved to serve more complex transactions. Through these various efforts, it is hoped that customers can make transactions more quickly, easily and comfortably, both through self-service and assisted by BRI Frontliners.